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April 2017



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The Maqam Echahid is an iconic concrete monument located in Algiers commemorating the Algerian war for independence.

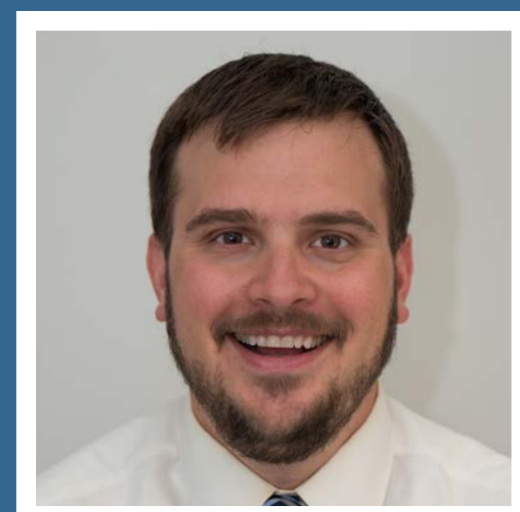
Photo by Henry Marion



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Indonesian schoolchildren rush outside to play during recess.

Photo by Tashina Cooper



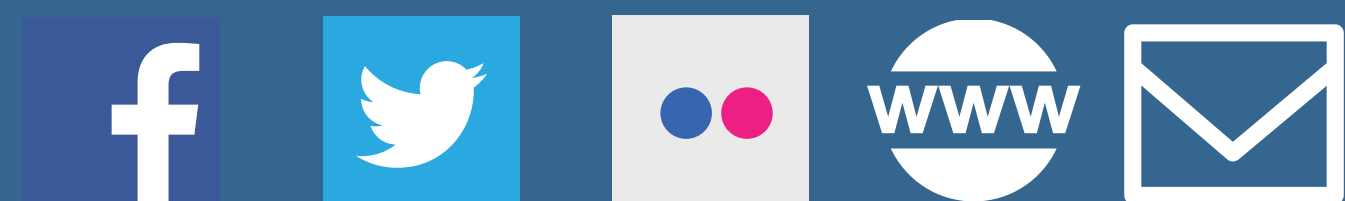
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2401 E Street NW, Room H232

Washington DC 20037

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State Magazine does not purchase freelance material.

Deadlines

The submission deadline for the **June issue is April 20.**

The deadline for the **July issue is May 20.**

State Magazine is published monthly, except bimonthly in July and August, by the Bureau of Human Resources at the U.S. Department of State. It is intended for information only and is not authority for official action. Views and opinions expressed are not necessarily those of the Department of State. The editorial team reserves the right to select and edit all materials for publication.

Editorial Contributions

Unsolicited artwork and manuscripts are not accepted, and publisher assumes no responsibility for return or safety of unsolicited artwork, photographs, or manuscripts. Query letters may be addressed to the deputy editor or statemagazine@state.gov

STATE

MAGAZINE



Members of the Bureau of Public Affairs' Diversity Leadership Council gather during a meeting in a bureau conference room.

Photo by Edward Ukrop

PA Promotes Diversity and Inclusion

In February, the Bureau of Public Affairs (PA) joined with representatives of the bureaus of European Affairs, International Narcotics and Law Enforcement Affairs, and Diplomatic Security to share their diversity and inclusion initiatives with representatives of the Bureau of International Information Programs and Office of the Director General. Acting Assistant Secretary Susan Stevenson said, “PA wants to reflect American diversity with regards to age, gender, race, ethnicity, sexual orientation, gender identity, faith, disability, background and skills.”

To promote diversity and inclusion, PA launched a diversity and inclusion initiative in early 2016, seeking to foster what its leader at the time called “a bureau that is as diverse as America.” It looked at other bureaus’ efforts and created a Diversity Leadership Council and bureauwide training and outreach programs. Since then, its Public Affairs Diversity Leadership Council, a group of employees that meets regularly, developed a diversity action plan that sets bureauwide goals and short- and long-term actions taken toward the goals.

As part of this effort, PA has hosted information sessions and brown bag discussions on how diversity issues affect its work. Air Force Brig. Gen. Ondra L. Berry, for example, led a discussion on the importance of diversity and inclusion, based on his Nevada Air National Guard experiences. Stevenson hosted a professional development session on the negative impact of unconscious bias in the workplace and how to combat it.

PA has also held events aimed at fostering diversity and inclusion, and has improved its practices in welcoming new employees, to help better integrate them into PA and feel included and valued. PA also launched a bureau orientation program, a newsletter with new employees’ bios and a mentoring program for new employees.

In January, the bureau launched an employee survey on diversity and inclusion, to be conducted annually. [Email](#) the PA Diversity Leadership Council to share topics or ideas. ■



Nepali journalists participate in an Inauguration Day panel discussion on "Elections, Media and Peaceful Transition."

Photo by Sudhir Mahat

Event's Focus: Need for Regular Elections

Using the U.S. presidential transition as an opportunity to discuss Nepal's own impending elections, the U.S. Embassy in Kathmandu hosted on Inauguration Day a panel discussion to emphasize the importance of regular elections. The panel involved six Nepali journalists whom the embassy had sent to the United States in November to cover the presidential elections, plus a member of Parliament and Nepal Election Commission officials.

Nepal's new constitution requires a series of elections by Jan. 21, 2018, although local elections have not been held in Nepal since 1997. The government of Nepal plans local elections for May 14.

Public Affairs Officer Tristram Perry said the panel was an opportunity to highlight the U.S. peaceful transition of power, citizen participation and the role of the media. Nepal's chief election commissioner, Dr. Ayodhee Prasad Yadav, said timely elections will be held, and fellow Commissioner Ila Sharma urged Parliament to approve election-related legislation. MP Rabindra Adhikari said all the nation's political parties were committed to holding regular elections.

The six Nepali journalists, who were in the United States during the last three weeks of the presidential campaign, spoke on their experiences of attending political rallies and "get out the vote" campaigns. They also discussed issues they covered for Nepali news while in the United States, including the impact of media on elections.

One Radio Nepal reporter said, "There are many things we can learn from the United States to make our democracy and election process better." ■



Brig. Gen. Francis Donovan, commander of Naval Amphibious Forces 51/5th Marine Expeditionary Brigade, speaks with Department employees at the State and 51/5 Planners Symposium in Bahrain.
Photo by Corporal Travis M. Jordan

FSOs, DOD Meet at Bahrain Gathering

In January, 16 Department of State employees from two regional bureaus and ten embassies and consulates shared views on policies and concerns with Brig. Gen. Francis Donovan, commander of Naval Amphibious Forces 51/5th Marine Expeditionary Brigade (51/5), during a meeting on U.S. foreign policy in the Arabian Peninsula and Red Sea littoral region at Naval Support Activity Bahrain.

The symposium was notable for how several dozen representatives of Naval Amphibious Forces 51/5th MEB offered Department of State attendees much information, including sharing the command brief and newly signed campaign plan, taking questions and looking for synergies and conflicts between its goals and the objectives of embassies and regional bureaus.

Naval Amphibious Forces 51/5th MEB was also unconstrained by boundaries of the regional bureaus or by those of DOD's global combatant commands. For instance, although the meeting was in the Bureau of Near Eastern Affairs (NEA) region, an attendee from the Bureau of African Affairs' region, Mission Somalia Political Chief Lubna Khan, found it useful "to see how a military command outside of Africa can be increasingly relevant in Africa."

51/5's plans director, Col. Richard Harootunian, said, "With our main focus areas lying in the maritime corridors stretching from the Suez Canal to the Bab el-Mandeb to the Straits of Hormuz, we made sure to invite not only State's Bureau of Near Eastern Affairs and embassies in the Arabian Peninsula and the Levant, but also the Bureau of African Affairs and embassies in East Africa."

Most of the event's participants and attendees were midlevel Foreign Service and military officers who do not have plentiful opportunities to, in an interagency setting, share information and goals. The meeting brought together "exactly the right level of participants to facilitate deep, free-flowing and creative discussion," observed NEA military advisor Lt. Col. Pete Larsen. ■



The kit emphasizes managing for results.

State Department Photo

New Toolkit Helps Managers Achieve Better Results

The Department's new Program Design and Performance Management Toolkit adapts performance management best practices to Department programs, projects and operations. It offers step-by-step guidelines and templates for all users and is designed to accommodate the Department's broad range of activities. The toolkit's sections are:

- Section 1, Align to Existing Strategies, helps users think through the best strategic fit for a program and how the program can contribute to achieving bureau or mission strategic priorities.
- Section 2, Situational Analysis, guides a review of the internal and external realities that could affect a program's desired outcomes.
- Section 3, Design a Program, helps establish what a program will accomplish, who it will serve, how it will work and what will be needed for implementation. Similar steps for designing projects and processes are covered in annexes.
- Section 4, Manage Performance, uses the program design to determine what is important to measure, data collection and planning for evaluation.
- Section 5, Analyze, Learn, Act, describes how to use monitoring and evaluation findings to promote internal learning and continuous adaptation to improve our outcomes.

Following the Toolkit's steps will yield a program summary and a performance management plan that can be used for knowledge management, learning, accountability and effective communication.

Employees can access the Program Design and Performance Management Toolkit or request a hard copy on the Managing for Results [website](#), or via the Department's public [website](#). ▣



This recently installed 8.5-kVA residential generator system includes a sound enclosure. *Photo by Akram Elfeki*

Embassy Uses Residential Generators

Responding to power outages in 2014 and 2015, the U.S. Consulate General in Cape Town sought an alternative power source for all post-assigned housing. Although the post's leased residences are near the consulate, their homeowner associations wanted privacy and tranquility in their neighborhoods, requiring a solution that least affected those criteria. As uninterrupted power supplies and photovoltaics power systems wouldn't work, for reliability or cost reasons, a diesel generator was chosen, provided it wasn't too large, loud or ugly.

The post worked with the boards of both communities and gained their buy-in (with the proviso that the generator not exceed 8.5-kilo volt-ampere in power output or be louder than 45 decibels). Thus, it would have to provide basic needs in a standard residence but be nearly as quiet as a swimming pool pump.

The facilities management section found a generator that met the basic needs of a family in a typical residence and, operating inside its locally produced sound enclosure, emitted acceptable noise levels. At a prototype demonstration, both communities agreed that their requirements had been met.

Generators this small and quiet have never been a part of the residential generator program at Cape Town, observed Management Officer Dan McManus.

Now the post has a fully deployed and operational small generator program, the last of the generators having been installed in February. The post's solution may be suitable to meet other posts' safety, security and morale needs. For detailed information on the initiative, contact the post's facilities manager. ■

Direct from the D.G.

ARNOLD CHACON
DIRECTOR GENERAL OF THE FOREIGN SERVICE



The LE Staff Difference: Recognizing and Empowering Our Locally Employed Staff

The Department's edge in foreign affairs is in no small part attributable to our people's linguistic and cultural competencies. The ability to understand not just history, language, and geography but also what drives state and non-state actors the world over. No one displays these skills with greater dexterity than our Locally Employed (LE) Staff. They know the players, the media environment, the political landmines, the cultural nuances, and the issues that really matter to people in their home countries. Our Foreign Service personnel rely on their LE Staff colleagues' expertise every day in every corner of the globe. We must give our LE Staff the support they need to do their jobs, and we ought to empower them to take advantage of opportunities for growth and development. Under my direction, HR's Office of Overseas Employment (HR/OE), which oversees HR policies and procedures for LE Staff, has embarked on a number of initiatives over the past two years that seek to do just that.

Honing HR Specialization for Worldwide Impact: Last year, ten LE Staff HR Fellows came to Washington on TDY assignments to work on a variety of key HR/OE issues. For example, HR Fellow Heike Kleiber, who supervises the LE Staff support unit in Embassy Berlin, used her 20-plus years of experience in labor law and policy to help revise the templates for Personal Services Agreements; the new templates will soon be implemented worldwide. Heike was inspired by the opportunity to contribute to an institutional initiative. As she noted in an online post about her experience, "what intrigued me most about being a Fellow was seeing the type of work I know at the local level, performed at the global level." One fellow, Graig Petty from London, completely updated and remade the Merit-Based Compensation guidance available online (see below). Guli Djumabayeva from Ashgabat updated information about all our medical plans and made recommendations about how to better and more efficiently contract for local medical coverage. In fact, the DG LE Staff HR Fellowship program, which made these and other projects possible, was so successful that this year we've added four more Fellows and intend to continue this collaboration. We're also piloting a virtual LE Staff Policy Analysts Program (LE PAP) that will allow LE Staff HR Fellows who might not be able to travel to Washington engage with HR/OE on global policy development virtually, without the need to travel or be away from post.

Incentivizing Performance: More often than not, the best ideas come from our local staff in the field. Merit Based Compensation (MBC), a performance management system that enables posts to offer yearly performance-based bonuses to its high performers, is a good case in point. First launched by LE Staff in Embassy London with the support of the management team there, MBC has now been adopted by more than 60 posts worldwide. MBC replaces the current Within Range Increase (WRI) system, which provides medium to low performers with the same amount (in the form of a step increase) as highly effective performers. The WRI system also includes a mandatory ceiling, which unfortunately impacts many loyal, long-serving employees. MBC imposes no such mandatory ceiling, and gives our high performers the opportunity to earn annual performance-based bonuses throughout their entire careers. HR/OE is incorporating MBC guidance into policies, procedures, and forms to support those posts which have already implemented MBC or are converting to MBC in the near future. But our LE Staff are the real pioneers and subject matter experts; they do the training and post consultations.

When I visit our posts overseas, I'm always struck by the high caliber of our LE Staff. There's no doubt in my mind they are—and will continue to be—indispensable to our mission. That's why we need to ensure we recognize, retain, and sustain this top-notch talent as we work to advance our nation's interests and values abroad. ■

Arnold A. Chacon

Diversity Notes

JOHN M. ROBINSON
OFFICE OF CIVIL RIGHTS



Leaving on a Positive Note

As I retire, I look back on the honor and privilege of serving as chief diversity officer and director of the Office of Civil Rights (S/OCR). State is the oldest and best of federal agencies, and serving with you all has been extraordinarily gratifying. I leave a terrific S/OCR staff—the best trained, smartest, highly motivated and most dedicated colleagues I have encountered in 25 years of federal service, which includes three civil rights offices—State, the Office of the Director of National Intelligence and the IRS.

Writing Diversity Notes has been special. Thank you for your ideas, which helped us figure out what to write about, and your feedback, which helped us to do each column better. Please visit the S/OCR website to see our 2011 and 2015 Diversity Readers – collections of our best Diversity Notes out of the 80 published. Remember the purpose of Diversity Notes, as stated in the introduction of the 2011 Diversity Reader, is to provide “provocative titles and lively topics [that] would engage Department employees more positively on issues of equity, fairness and inclusion” and help S/OCR “transform its image [positively] in the minds of the State Department workforce.”

Further, if gentle, creative, humorous or thoughtful reminders could prevent Civil Rights blunders and career-ending goofs, so much the better.

My thanks also go to the person who came up with the idea for Diversity Notes—Shireen Dodson, now State’s ombudsman and to the many staff who provided drafts or interim edits. I’d also like to extend my gratitude to State Magazine editors Isaac Pacheco and Ed Warner, for their editorial comments, strict word counts and patience.

Let me close with my favorite tidbits of advice from previous Notes:

- As a manager, you may be named in an EEO complaint. Even if the allegations are unfounded, don’t retaliate. (March 2009)
- For real and measurable improvements, leaders’ commitment to diversity must be sincere and personal. (January 2011)
- The conflicts or difficult circumstances that we find ourselves in don’t materialize out of nowhere. Don’t let things go until it is too late. (May 2011)
- Tap into your intergenerational talent base, since baby boomers can learn a thing or two or three from Gen Xers and millennials, and vice versa. (July 2011)
- In our times, it’s likely you’ll have some social media presence, but look and think before you engage online. (September 2011)
- If you want to get promoted, be positive, support your boss (even if you think s/he is a jerk), don’t bring bad habits to work, take care of yourself and stop whining. (April 2012)
- You don’t have to like your co-workers, but remember to stay professional regardless. (May 2015)
- Resolve issues early and often by choosing to really listen—that’s the art of mediation. Mediation can get the parties back to work faster and can increase productivity. (October 2016)
- Do you think there’s nothing you can do about a co-worker’s or boss’s inappropriate remarks or behavior? Think again. (March 2017) ■

A handwritten signature in black ink that reads "John M. Robinson".

CSHRM

Office offers resources for CS success

By Heather Torres, program analyst, Office of Civil Service Human Resource Management
Photos by Ed Warner

Those preparing for the next phase of their careers, seeking to fill a Civil Service (CS) vacancy or needing the HR Bureau's policy guidance on a law or regulation can turn to the Office of Civil Service Human Resource Management (CSHRM). CSHRM ensures CS personnel programs, policies and practices are developed and implemented at the highest standards. Directed by Carmen G. Cantor, the office's staff is dispersed among the Accountability Division (AD), the Executive Resources and Performance Management Division (ERPM), the Career Development and Training Division (CD) and the Veterans Employment Program.

The Accountability Division, managed by Deputy Office Director Kim Bruner, evaluates CS hiring programs and advises on federal laws, rules, regulations, policies and procedures. Toward the end of 2016, the division completed an evaluation of the Department's competitive CS recruitment and hiring program, identifying what's needed to maximize hiring efficiency and effectiveness. The division annually reviews the HR operations of HR service providers and client bureaus, helping the Department strengthen HR's operations. The AD program has also been recognized governmentwide as a best practice and



The CSHRM team gathers for a group photo in their office.
Photo by Isaac D. Pacheco

has sustained the Office of Personnel Management's (OPM) "Highly Effective" rating since its inception in 2008.

The ERPM Division provides executive policy development and operational personnel support services to the Senior Executive Service (SES), Senior Level (SL) and General Schedule political appointees. Division Chief Patti Wai and the team also manage the Presidential Rank Awards, interagency details and dual-compensation waivers programs. The division promotes SES professional development via rotations and reassignments, and by encouraging interaction and learning opportunities such as town halls and brown bag sessions.

After a recent town hall, one SESer said the attendees' responses showed "how much people appreciated the opportunity to hear what's in the works, to ask questions and

to network." Also, ERPM develops policy for the CS, SES and SL performance management systems. This year, the team has been busy with the appointees of the presidential transition, and with managing the CS performance evaluations, which ended in mid-February.

The CD division, led by Marcos Correa, develops departmentwide policies, programs and initiatives for career development and mobility for CS employees. Two of the best known are the Career Development Resource Center (CDRC) and the Mentoring Program. Last year, the CDRC hosted 40 workshops and 777 counseling sessions, while the Mentoring Program has grown to 144 mentoring partnerships.

To support the Director General's aim of career mobility, CD is developing career guides for occupations, starting



Gathered for a meeting are, from left, Ariana Sailer, Patti Wai, Office Director Carmen G. Cantor and Marcos Correa.

with the foreign affairs officers (FAO) occupation series, to be released this summer. Also coming are the 2018 open season for long-term training and detail opportunities, May 22 through June 20, and the President's Management Council Interagency Rotation Program, which has an application deadline of April 28. In addition, ERPM and CD are working together to launch the coming SES Candidate Development Program (CDP), a two-year training program geared toward preparing future agency leaders for entry into the SES.

The Veteran's Employment Program, managed by Sean Lenahan, promotes meaningful employment for veterans and encourages their integration into the Department workforce through effective training, career development and promotion opportunities. The program also trains hiring managers and HR professionals on special hiring authorities focused on veterans. To increase the retention of veterans, the program has sent more than 200 personal welcome emails to new veteran employees, providing them with veteran-specific resources. This all helps explain why the Department has been rated Exemplary for the second year in a row by OPM's Office of Veterans Services, in the categories of Veteran New Hires, Disabled Veteran New Hires and Veteran Retention.

This year, CSHRM will host a series of webinars that will be available through the Employee Guide to HR. CSHRM has already recorded sessions on career development, Executive Core Qualifications and the Human Capital Accountability Review process. To learn of future webinars and gain more information, visit the CSHRM website. ■



After a meeting, Program Analyst Ilka Johnson, right, shares a light-hearted moment with HR Specialist JoAnn Moore.



Executive Diversity Outreach Manager Josué Barrera studies a report on his screen.

EXCHANGE *INSIGHTS*

U.S. fellows serve at Japan's foreign ministry

By Hilary Dauer, Baker Kato fellow



Since 2005, the Baker Kato Fellowship has provided for a one-year exchange of diplomats between the Department of State and Japan's Ministry of Foreign Affairs (MOFA). Under its terms, the program's fellows operate alongside the host nation's agency officials, observing the host agency's functioning and decision making, gaining insight into institutional culture, building professional relationships and acquiring practical knowledge.

The 2016 Baker Kato Fellow, Drew Schufletowski, says he accomplished this. Schufletowski, now deputy political counselor at the U.S. Embassy in Tokyo, spent 10 days in Hiroshima as part of the MOFA team involved with President Obama's visit to Japan in May 2016. "I stayed up all night every night and sat on the Japanese side of the table ... [in] coordination meetings with the U.S. Embassy," Drew recalled.

Another former fellow, Andrew Ou, now deputy director of the Office for Taiwanese Coordination, said he spent 2008–2009 at MOFA's Southwest Asia Division, covering mainly India-and Pakistan-related issues. "By working with Japanese colleagues at both the Foreign Ministry and other government offices on events and programs such as Japan-Pakistan summits, the Mumbai terrorist attacks, Japanese assistance to Afghanistan, and Japan-India youth and cultural exchange, I got a firsthand look into how Japanese counterparts view the world and how they create then implement foreign policy," he observed.

During my fellowship, which is still underway, I've learned about how Japanese officials do their work. Like Ou, I find myself intrigued by the process of Japanese diplomacy. Our two bureaucracies ostensibly do the same types of work—briefing principals, clearing paper, liaising with foreign embassies—but they use a novel approach to the same tasks.

For one, there are practically no meetings and very few emails. The reason for this is the traditional open-space style of the Japanese office, where the office director sits at

the head of a large open space and everyone is expected to overhear his or her conversations with desk officers. As such, meetings to apprise one another of everyone's work become superfluous. In this environment, if one is paying attention to his or her surroundings, he or she should be aware of everyone else's work.

Conversely, Japan's current Baker-Kato fellow, Mina Takazawa, said she was surprised by the numerous meetings in Washington. Takazawa, who is overseeing U.S. participation in the service and food sector under the Asia Pacific Economic, cooperation (APEC) forum, added that, unlike Washington, meetings in Tokyo are usually the preserve of senior decision makers.

Email is another interesting point of divergence. For the most part, MOFA uses email for vertical, top-down communication.

For instance, the equivalent to State's Executive Secretariat at MOFA will send down instructions about briefing papers and logistics before a high-level visit. Lateral communication is, however, largely conducted either over the phone or face-to-face. Hard copies of papers that need clearing are still walked around the building. At its core, this variance with the Department's system reflects a

| *Cont.* | ▼



Former fellow Andrew Ou, second from left, poses with Japanese and Pakistani colleagues after a successful Japan-Pakistan summit in Tokyo.

Photo by Youichiro Takahashi

| 2 of 3 |

fundamentally different conception of how email should be used: as a vehicle for transmitting official announcements, not as simply a transactional medium. Indeed, many of my MOFA colleagues were aghast when I told them it was not uncommon for me to have more than 10,000 emails in my state.gov email account at any one time.

Within each sub-bureau at MOFA there is a “general affairs team” whose function is to make sure the rest of the office stays on task and that action items do not fall through the cracks. The team leader is usually a midcareer diplomat who reports directly to the deputy office director.

The general affairs team also typically includes first- and second-tour officers. In that team, entry-level officers often, in effect, manage significantly more senior diplomats and civil servants to ensure paper flows and deadlines are met. In addition, the mentor-protégé bonds created between the team leader and entry-level officer on a general affairs team often last throughout one’s career.

Another defining feature of MOFA, compared with State, is the number of people who are seconded there from other agencies, local governments and even the private sector. The very existence of the large number of secondees points to the fact that the MOFA is still far and away the lead agency for foreign policy. As such, federal and local government agencies, and Japanese private industry, recognize that they need to have connections within MOFA and an understanding of its internal functions so that their own dealings overseas (which will inevitably involve MOFA) go smoothly.

Being embedded as a fellow in MOFA also provides those from local governments with needed international exposure. I am proud to have been able to mentor some of these officials by drawing on my own experience. For example, during the king of Jordan’s visit to Japan, I supported a provincial official who was the press team leader. That team leader, with whom I became friends, had no prior media relations or foreign language training, shortcomings that could’ve undercut what needed to be a 100 percent flawless visit. It was an honor to draw upon

my own experience with high-level visits to help walk him through some of the trickier aspects of dealing with foreign press. Through episodes such as these, MOFA develops its own human capital as well as that of local governments. In doing so, they prepare all levels of officials, regardless of prior experience, to better deal with the outside world. This is a necessity for an island nation that derives much national income through exports and, increasingly, foreign tourists.

The Baker Kato fellowship, open to FS-02 FSOs, is managed by the Bureau of Human Resources in conjunction with the Bureau of East Asian and Pacific Affairs and Embassy Tokyo. The fellowship is listed under Long-term Details and Trainings on FSBID and will be advertised during the early bid cycle offered by HR’s Professional Development Unit from May–June. Being a fellow satisfies the long-term career training requirement for crossing the threshold into the Senior Foreign Service. Upon completing their year in the Foreign Ministry, fellows normally serve a three-year tour at the U.S. Embassy in Tokyo or at one of five U.S. Consulates in Japan. More information is available from EAP’s executive office or Jan Reilly in HR. ■



The view from Andrew Ou’s office, while he was a fellow at MOFA’s Southwest Asia Division.

Photo by Youichiro Takahashi

Algiers Accords Recalled

Historic ties, enduring friendship

By Ana Escrogima, public affairs officer, and Souad Lehtihet, political specialist, U.S. Embassy Algiers



The Maqam Echahid is an iconic concrete monument located in Algiers commemorating the Algerian war for independence.
Photo by Henry Marion



Ambassador Joan Polaschik, center, and Deputy Chief of Mission Lawrence Randolph, at far left, stand with distinguished retired and current Algerian diplomats who attended the event.

Photo by Kamel Mansouri

In a historic moment commemorating generations of American and Algerian diplomatic history, the U.S. Embassy in Algiers in January hosted the surviving Algerian diplomats who led the negotiations that brought an end to the Tehran hostage crisis and freedom to the 52 Americans held from 1979 to 1981.

Ambassador Polaschik hosted the senior Algerian diplomats at Villa Montfeld, which has been the U.S. Chief of Mission residence since 1947, and was the primary site for consultations between then-Deputy Secretary of State Warren Christopher and Algerian Foreign Minister Mohamed Sedik Benyahia throughout the crisis. Recently added to the secretary of state's register of culturally and historically significant properties for its rich diplomatic legacy, Villa Montfeld set the scene for a poignant reunion between the U.S. Embassy and key members of the Algerian negotiating team.

poignant reunion between the U.S. Embassy and key members of the Algerian negotiating team. Redha Malek, then Algerian Ambassador to the United States; former Algerian Prime Minister Abdelkrim Gheraieb, formerly Algeria's Ambassador to Tehran; and Tahar Debagha, former counselor at the Algerian Embassy in Washington, D.C., shared their perspectives and behind-the-scenes details of the negotiations, their interactions with the hostages and the aftermath of the hostage release. Although Malek has authored several books on his diplomatic and political achievements, including the Evian Accords with France (which ended the Algerian war for independence), he had never publicly elaborated on his role in the Tehran hostage crisis. (He did speak on the experience at Algeria's Diplomatic Institute, where diplomats-in-training recently studied and role-played the Algiers Accords negotiations.) His expansiveness during the lunch offered revelations to Algerians and Americans alike.

Malek credited Algeria's success with the Algiers Accords to its good relations with the United States and Iran, which made the nation suited to serve as mediator and bridge between the two parties. Iran's respect for the Algerian revolution and its leaders, Algeria's early support for the anti-Shah movement and Algeria's hosting of the Iranian interest section in Washington at the time, gave Algeria the trust and ear of the Khomeini regime. Malek stressed that, to keep that trust, he had to zealously guard Algeria's neutrality throughout the process, refusing American and Iranian requests for feedback on proposed messages to each side.

Ambassador Gheraieb, the first foreigner allowed to visit the hostages after the failed U.S. rescue mission in April 1980, said that he was haunted throughout the crisis by the fact that fellow diplomats were being held against their will. Once he won permission to visit the hostages—held in three different locations—Gheraieb stood down heavily armed Iranian revolutionaries, who attempted to blindfold him prior to his hours-long trip in a cramped and blacked-out car, to reach the hostages. Gheraieb remembered the mutual relief that he and some of the hostages shared that day, saying that he'll never forget when Kathryn Koob clung to his hand to say "Thank you." He said he wished he'd had an opportunity to stay in touch with the hostages.





Ambassador Polaschik hosts a luncheon at Villa Montfeld in honor of Algerian diplomats who helped negotiate the Algiers Accords.
Photo by Farid Azira

Former Minister of Health Abdelaziz Ziari, who led the group of prominent Algerian physicians who examined the newly released hostages at the U.S. Embassy in Tehran before the hostages were flown home, spoke of the final phase of the hostage crisis. He recalled that gathering the 52 individual hostages, who had been dispersed in small groups throughout Iran, took three days longer than expected. That forced the flight's crew and other staff to eat passenger meals on the airplane. Thus, when the hostages finally boarded the plane, only a cookies and lukewarm champagne remained—and they consumed these with gusto and relief.

Malek stressed that the Algerian government entered the negotiations with no goal but to secure the hostages' release and nothing sought in return. Algeria refused to accept reimbursement for its expenditures on behalf of the United States and Iran, nor did it seek to cover expenses related to its shuttle diplomacy, which involved the better part of a year and the cost of transporting the 52 hostages to the United States. Following the hostages' release, Malek recalled being invited to the White House for a celebration hosted by President Reagan. Malek politely refused at first, saying Algeria's credibility as a neutral negotiator would be compromised by his presence at a speech where Iran would likely be lambasted. He said that, in response, he was promised Iran would not be criticized. He attended and received a medal of recognition from the president.

He said he and his wife were touched by the overwhelming number of letters, gifts and messages

Former Minister of Health Abdelaziz Ziari, who led the group of prominent Algerian physicians who examined the newly released hostages at the U.S. Embassy in Tehran before the hostages were flown home, spoke of the final phase of the hostage crisis. He recalled that gathering the 52 individual hostages, who had been dispersed in small groups throughout Iran, took three days longer than expected. That forced the flight's crew and other staff to eat passenger meals on the airplane. Thus, when the hostages finally boarded the plane, only a cookies and lukewarm champagne remained—and they consumed these with gusto and relief.

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He said he and his wife were touched by the overwhelming number of letters, gifts and messages of gratitude sent from the United States and called that Algeria's greatest reward. Malek said the best thanks of all came from the U.S. Congress, which adopted a resolution thanking Algeria for its role and recognizing that Algeria pursued a fully independent foreign policy, a recognition that Malek said meant more than anything else at a time when Algeria was falsely accused of being in the Soviet camp.

That resolution still hangs in the Algerian residence in Washington.

Ambassador Polaschik then read from Deputy Secretary Christopher's letter to the Algerian Foreign Ministry expressing the deep gratitude and respect of the people of the United States "for bringing us to this moment of profound relief that these fifty-two men and women and their families have emerged from the chasm of fear. You and your government have demonstrated an inspiring commitment to humane values, and have provided the world with a singular example of the art of diplomacy."

Former Prime Minister Malek then expressed appreciation for the gathering, which commemorated the 36th anniversary of the Algiers Accords. He said it demonstrated to Algeria that the United States "appreciated the true value of Algeria's efforts and has not forgotten what we did, and Algeria will not forget this." ■

OUT OF THE COLD

New waiting room is traditional–Mongolian style

By Jeremy Weinstein, assistant regional security officer for investigations; Colleen Crenwelge, political chief; and Jason Spellberg, consular chief, U.S. Embassy in Ulaanbaatar

Mongolia, the land of fierce steppe traditions that has left its enduring mark on Asia and Europe since the 13th century, is in winter known for extreme Siberian cold, cold so harsh, says an old proverb, that it “cuts right through the ribs.” As the coldest world capital, Ulaanbaatar has winter temperatures commonly dropping to -40 degrees Fahrenheit, and summers to above 100 Fahrenheit in the Gobi Desert.

Until recently, anyone wandering past Embassy Ulaanbaatar on a bitter cold winter morning would have noticed a long line of visitors huddled outside for warmth under a few electric heating lamps. These consular applicants were awaiting visa or American Citizens Services appointments as they had for the past 29 years, exposed to subzero temperatures and toxic air for up to 45 minutes before being invited inside.

With Mongolia expected to have its worst winter in a decade, however, the embassy team took action late last year to provide a covered for visitors with a structure in the employee parking lot that Westerners would (erroneously) call a yurt but which is actually a traditional dwelling known as a “ger.”

This ger was inspired by Mongolia’s round, felt-covered nomadic dwellings, but was actually made in America. In October, the post turned the ger into a consular waiting room that welcomes customers in a manner consistent with Mongolia’s renowned traditions



of hospitality and warmth—it's solar heated (helping minimize air pollution). Up to 45 consular visitors at a time now sit comfortably on traditional cushion-covered benches, waiting for their appointments in a warm, cozy and familiar environment.

By waiting in a ger during the harsh, cold winter, applicants avoid the weather and also feel like they are coming to their own home, setting at ease those nervous about their interviews.

The applicants seem to like it. One praised how clean and nicely designed it was but called for more heat in the city's cold mornings. The solar concentrator doesn't work before the sun comes up, and even when it comes up, there is so much pollution that the heating power is reduced.

Several other visitors agreed, but at least one who wanted more warmth added that it's still better than waiting outside. Another said "it's unique and fancy," especially noting the "historical photos showing the U.S.-Mongolia relationship." And several more visitors commented on how it makes



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Inside the ger, visa applicants wait for their appointments. On the ger's wall, at rear, is a Mongolian horsehead fiddle; fiddles are common in Mongolian ger homes.

Photo by Nandintsetseg Myagmar



Inside the ger, visa applicants wait for their appointments. On the ger's wall, at rear, is a Mongolian horsehead fiddle; fiddles are common in Mongolian ger homes.

Photo by Nandintsetseg Myagmar

them feel, as one put it, “like I am at home.”

The 30th anniversary of the establishment of U.S.-Mongolia diplomatic relations offered the perfect backdrop for inaugurating the consular ger. As the embassy names its conference rooms after national parks, our employees chose the name “Altai-Denali” to honor the Mongolian and American national parks that encompass those nations’ highest peaks. On Jan. 30, the U.S. National Park Service’s chief of Interpretation, Education and Volunteers, along with Mongolia’s deputy minister of Environment and Tourism, joined Ambassador Jennifer Zimdahl Galt for a naming ceremony that included placing a brass plaque on the ger’s northern wall and tying a ceremonial blue scarf—representing peace and prosperity—around the neck of a Mongolian horsehead fiddle.





Listening during the commemorative plaque ceremony are, from left Robert McIntosh, a member of the Mongol Ecology Center Board of Directors; Tom Medema, the National Park Service's chief of Interpretation, Education, and Volunteers; Deputy Chief of Mission Manuel Micaller; Jason Spellberg, consular section chief; Ambassador Jennifer Zimdahl Galt; and Ts. Batbayar, Mongolia's deputy minister of Environment and Tourism.

Photo by Dondog Badamsambuu

Post employees also draped the ger's roof, walls and rafters with banners featuring the official 30th anniversary logo, reminding all visitors and passers-by of this important milestone. They then lined the ger's interior with 10 photographs commemorating highlights of the three-decade U.S.-Mongolia partnership.

With consular workload at its highest level ever, more than 25,000 customers will enjoy this display over the coming year—as will hundreds of official guests, members of the press and other visitors.

The Altai-Denali Ger has already been a customer service and public diplomacy bonanza. The Mongolian public has expressed universal appreciation for it, and local media have praised it for raising the profile of renewable energies—no minor achievement in a city choking on the byproduct of fossil fuel burning.

A little warmth and hospitality clearly go a long way in developing friendly diplomatic relations at the coldest post in the Foreign Service. ■

The Altai-Denali Ger has, at left, a solar concentrator that helps keep the ger warm, and roof and walls draped with banners depicting the official logo commemorating the 30th anniversary of U.S.-Mongolia relations.

Photo by Nandintsetseg Myagmar



10 Years of Cooperation

Mission to AU celebrates anniversary

By Brandon J. Jackson, political-public diplomacy officer



USAU Ambassador Mary Beth Leonard meets with AU youth volunteers after the U.S. Elections Debate Program.
Department of State photo

The U.S. Mission to the African Union (USAU), which marked its 10th anniversary Dec. 22, 2016, is a small team based in Addis Ababa, Ethiopia, that represents U.S. interests in the 55-member AU.

The AU, the largest multilateral organization (other than the U.N.) to which the United States has an accredited ambassador, arose from the Organization of African Unity (OAU). Formed in 1963, the OAU sought to build self-reliance and solidarity among African states. When the OAU gave way to the African Union in 2001, the new institution enshrined a willingness to intervene to solve and prevent crises.

There are currently several AU peacekeeping operations underway. They include the Africa Mission in Somalia, the Multinational Joint Task Force to counter Boko Haram and Regional Cooperation Initiative-Regional Task Force for the Elimination of the Lord's Resistance Army. Recently, when Gambia's former president refused to accept electoral defeat, the AU made clear its support for the democratic process, paving the way for a transition of power.

But the AU is about much more than crises. "With every country on the continent a member, the AU is a critical venue where the continent debates and works for consensus on African and global issues, including many that come before the U.N. and its Security Council, which counts three rotating African members," observed Ambassador to the AU Mary Beth Leonard.

Colocated with the U.S. Mission to Ethiopia, with which it shares a single management platform, USAU has expanded in 10 years from a team of six to a staff of 30, including representatives from five U.S. agencies who help support best practices in areas ranging from youth empowerment to agriculture. "Working at USAU provides a unique view on Africa," remarked Taisha Jones, USAID's representative to the AU. "While USAU is a relatively small mission, it is one of the busiest posts where I have worked to coordinate and advance U.S. policy towards Africa."

USAU Deputy Chief of Mission Jessica Davis Ba said, "Every day is different—we may be delivering remarks at the AU Peace and Security Council, collaborating with AU colleagues to shape interventions on the election crisis in The Gambia, coordinating policy responses with our international partners on South Sudan, or building awareness and support for the Africa Growth and Opportunity Act (AGOA)."

The U.S.-AU relationship culminates in an annual High Level Dialogue (HLD), which is hosted at the secretary of state level. The U.S. delegation to the most recent HLD, held in December, was led by Acting Under Secretary of State for Public Diplomacy and Public Affairs Bruce Wharton, representing the first visit by an Under Secretary for Public Diplomacy and Public Affairs to Africa in two years.

One of the newest elements of the U.S.-AU relationship is the U.S. support to the African Centers for Disease Control (CDC), which is also a singular example of U.S.-China cooperation in Africa. The AU CDC arose out of the 2014 outbreak of the Ebola virus in Liberia, Guinea and Sierra Leone, a potentially devastating epidemic to which the AU responded by deploying nearly 1,000 medical doctors, nurses and military personnel to affected areas. The U.S. was a strong strategic and financial supporter of the African Union Support to the Ebola Outbreak in West Africa (ASEOWA), the AU-led military and civilian humanitarian mission launched to address this health crisis.

“USAU was instrumental in galvanizing support and coordinating efforts on the ground,” noted Col. Martha Robins, senior military advisor to USAU. The United States, through the U.S. CDC, supported the African CDC’s creation by installing an emergency operations center at the AU, and funding 10 African epidemiologists and two U.S. CDC technical advisors to staff the commitment to helping the AU prevent, detect and respond to health challenges.

As Africa’s future largely depends on the transformation of its agricultural sector, USAU works closely with the AU to offer increased public and private investment in agriculture, bolstering food security and economic development. Michael Francom, the Department of Agriculture’s liaison to the AU, said the United States is “helping put Africa on a path to eliminate hunger, reduce poverty and ensure equitable economic growth across the continent.”

Collective African efforts for peace and security have come a long way since the OAU’s 1963 founding. The AU is now the most influential and important multilateral organization in Africa, and many of its goals support and advance key U.S. strategic priorities there. On its 10th anniversary, USAU is committed to its partnership with the AU to realize our shared vision of a more peaceful, democratic and prosperous Africa. ■



Acting Under Secretary for Public Diplomacy and Public Affairs Bruce Wharton, left, meets with Former AU Chairperson Dlamini Zuma.

Department of State photo



Former AUC Chairperson Dalimi-Zuma cuts the ribbon to launch Africa CDC’s operation.

Department of State photo



The USAU team shows off its 10th Anniversary shirts.

Department of State photo

JAKARTA

Embassy Jakarta staff love working in the 'Big Durian'

By Tashina Cooper, vice consul; Maxwell Harrington, assistant cultural affairs officer;
and Ubah Khasimuddin, office management specialist rover; U.S. Embassy in Jakarta



Opening page: East Java's Bromo Tengger Semeru National Park features Mount Bromo, an active volcano that is popular a popular climb among embassy staff.

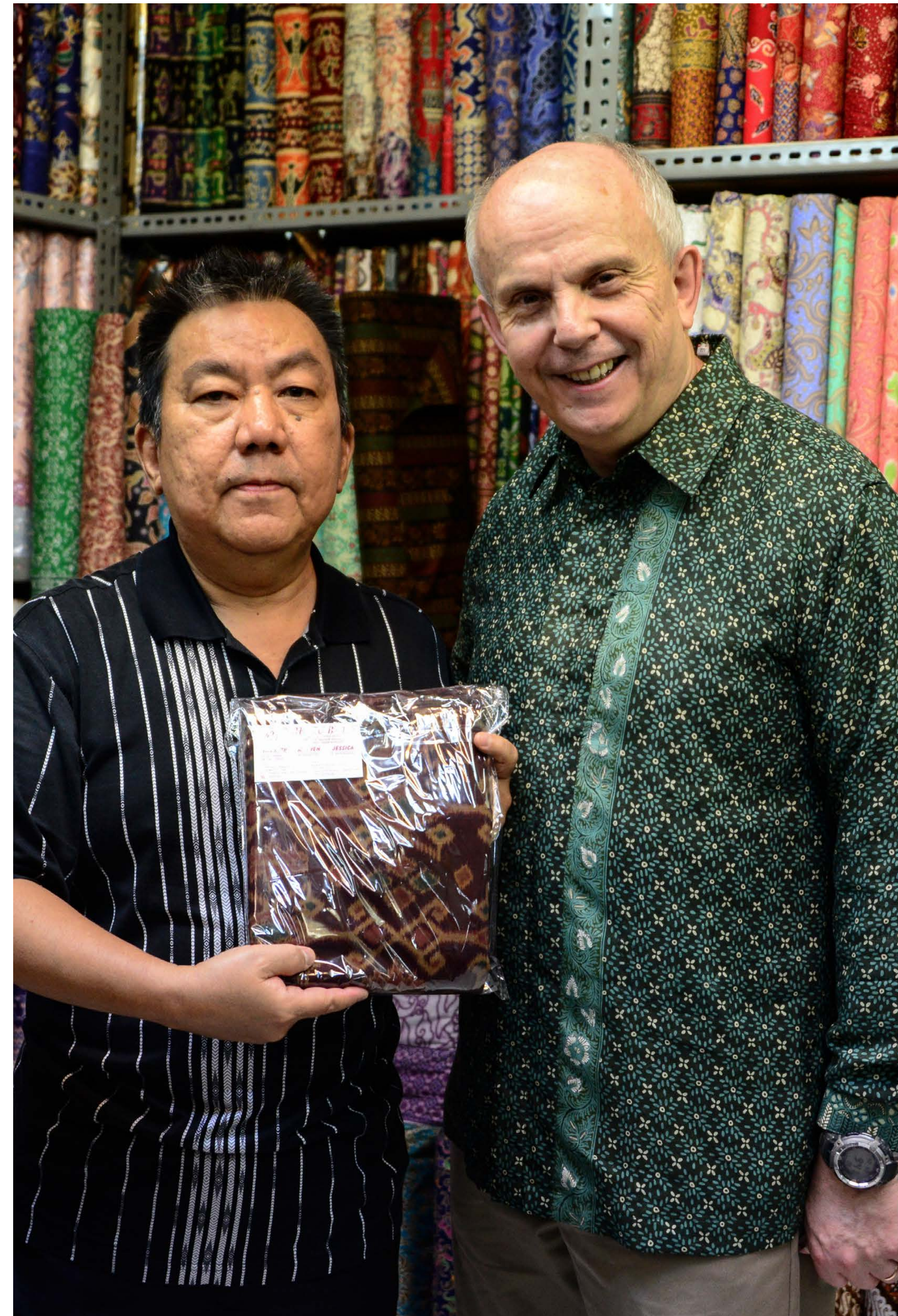
Photo by Tashina Cooper

Indonesia boasts more than 17,000 islands with breathtaking views and one of the world's highest concentrations of biodiversity. Its people are as varied as the landscape. The island-nation is home to 258 million people, making it the world's third largest democracy, fourth most populous country, and largest Muslim-majority nation. With more than 700 languages, Indonesia is one of the most linguistically diverse countries.

Indonesia's capital of Jakarta, nicknamed the "Big Durian" after a popular Indonesian fruit, is a city with a heartbeat. Like a durian, Jakarta is an acquired taste, but one soon grows to appreciate its unique flavor. Despite the concrete landscape peppered with high-rises, there is a real sense of community in Jakarta. Walk into any of the communities tucked behind the façade of high-end malls that rival Singapore's, and one will find people who know whose wandering rooster is whose and when this or that neighbor will be back from the market.

The staff of the U.S. Embassy love Jakarta for its resilient spirit and the kindness and optimism of its people. How can one not be endeared to a place whose people commute for hours on motorcycles in sweltering heat and pollution but invariably still greet you with a wide smile? Indonesians' unending positivity is even woven into their language. Indonesians rarely answer a question with an outright "no" but instead will respond, "belum," meaning "not yet." It is this optimism that makes this country so special.

Jakarta's international airport easily connects the city dweller to Indonesia's more remote spots to escape the urban crush. The island of Java has 12 national parks and more than a few volcanoes to hike. One, Mount Bromo, is situated on a lunar-like landscape of grey sand and ash; a visit | *Cont.* | ▼



As one of his first acts on arrival, Ambassador Joe Donovan visited Tanah Abang, a traditional market in Jakarta to buy a batik shirt.

Photo by Budi Sudarmo

A dancer in Bali, an island in Indonesia, performs a love ballad. Balinese dance is a form of religious and artistic expression.

is like being transported to another planet. Hindu pilgrims carry flowers from a temple standing alone in the ash sea to the rim of the caldera, throwing the bouquets inside the volcano as an offering.

For the aspiring or seasoned scuba diver, undersea Indonesia teems with life. The Coral Triangle covers only 1.6 percent of Earth's oceanic area but holds 75 percent of all known coral species in the world. Embassy employees on dive excursions commonly see manta rays, sea turtles, and dolphins.

The nation is also home to exotic animals, including native orangutans (literally “person of the jungle” in Indonesian), Komodo dragons sometimes weighing more than 150 pounds and only found in Indonesia and Sumatran tigers, the smallest surviving tiger subspecies.

Bi-Mission Priorities and Successes

Beyond its touristic delights, Indonesia offers American diplomats the opportunity to engage on pressing international issues. In fact, Embassy Jakarta houses two missions, the bilateral mission to Indonesia and the U.S. Mission to the Association of Southeast Asian Nations (USASEAN).

The bilateral mission (consisting of Consulate General Surabaya, Consulate Medan and Consular Agency Denpasar) is the seventh largest U.S. Mission in the world. Its top priority is to work in partnership with Indonesia on challenges of mutual interest, including building stronger economic ties, enhancing regional peace and security, preserving biodiversity, and increasing people-to-people programming and educational exchanges.

Collaboration with Indonesia to promote democracy and counterterrorism is paramount, due to the emergence of local extremist groups affiliated with foreign terrorist organizations and because Indonesians have fought in Syria and returned home. Indonesia's president, Joko Widodo, advocates a counterterrorism strategy that includes partnering with moderate Islamic organizations in Indonesia on public awareness campaigns to thwart violent extremism; employing a successful law enforcement approach; and addressing economic inequality.



The largest of all lizards, Komodo dragons kill with a combination of venom and bacteria-laden saliva. Indonesia's Komodo National Park, a UNESCO World Heritage Site, is the dragon's habitat. *Photo by Christopher Bergaust*

The bilateral mission helps Indonesia protect its threatened ecosystems, while continuing economic development. Environment, Science, Technology, and Health Unit Chief Jai Nair noted the need for forest conservation, because “the loss of Indonesia's forests and peatlands threatens many of the country's animal and plant species with extinction and makes Indonesia a major source of transboundary air pollution and greenhouse gases.”

The bilateral mission works with the government of Indonesia on clean energy technologies, improving local forest and land management, and training the next generation of Indonesian scientists. Successes | *Cont.* | ▼



Three men play a game of cards.

Photo by Tashina Cooper

include “debt-for-nature-swap” agreements that reduce debt payments owed by Indonesia to the United States. The funds formerly obligated for debt repayment, along with contributions from NGO partners, endow a \$70

million fund for forest conservation and endangered species protection.

USAID works with the Indonesian government, academia, civil society, and the private sector on Indonesia’s | *Cont.* | ▼



A little girl imitates her mother by carrying her stuffed animal in an Indonesian selendang, or baby sling carrier.

Photo by Tashina Cooper

health concerns. USAID collaborates with partners to increase mother and newborn access to medical services, promote social health insurance for low-income people, support a robust polio-surveillance system, and reduce tuberculosis, HIV/AIDS, pandemic threats, and neglected tropical diseases.

The mission is also increasing the number of Indonesians with direct experience of the United States. More than 50 percent of Indonesia's population is under the age of 35 so this is the mission's target audience. @america is the mission's pioneering initiative in public diplomacy. This

unique cultural center offers programming on education, entrepreneurship, and life in the United States, among other topics, to audiences of all ages but especially young adults. Since opening in 2010, it has attracted more than 1 million visitors. Through EducationUSA advisors and the Mission's interagency education working group, there has been a nearly 26 percent increase in the number of Indonesian students studying in the United States since 2010.

Deputy Chief of Mission Brian McFeeters says, "Indonesia is remarkable. On any given day, I feel encouraged by the deep partnership we have with Indonesia." He says the mission's many programs form "a rich network of partners who care about the U.S.-Indonesian relationship."

USASEAN partners with the 10 nations of ASEAN and other nations to advance America's desire for a peaceful, prosperous, and integrated Southeast Asia. The robust U.S. partnership with ASEAN relies on U.S.-ASEAN Connect, a framework for regional economic engagement. Additionally, the departments of State and Defense jointly promote rules-based regional security mechanisms that boost maritime security for the \$5.3 trillion in U.S. and international commerce transiting the region's waters each year.

Another program, the Young Southeast Asian Leaders Initiative, which has more than 100,000 members, connects the United States with ASEAN's next generation of leaders. These and other efforts promote the United States' regional objectives, including economic integration, maritime cooperation, expanding opportunity for women, empowering youth, and tackling counterterrorism and trafficking in persons. In November 2015, the U.S.-ASEAN relationship became a strategic partnership. In 2017, the United States celebrates the 40th anniversary of relations with ASEAN.

Life in Jakarta

Jakarta's attractions for Foreign Service families with children include the Jakarta Intercultural School (JIS), one of the best international schools available to Foreign Service families for elementary through high school | *Cont.* | ▼



In this Balinese Barong dance, the lion-like Barong ends a fight with evil by restoring goodness and balance to the world.

Photo by Tashina Cooper

A group of young children, likely of Southeast Asian descent, are gathered behind a green wooden door. They are wearing matching blue and white uniforms, including blue long-sleeved shirts with white collars and cuffs, and blue head coverings with white bands and bows. The children are smiling and looking out from behind the door, which has a metal latch. The background is dark and indistinct.

|||||

At a Glance

Indonesia



Capital:
Jakarta

Government Type:
Presidential Republic

Area:
1,904,569 sq km

Comparative Area:
slightly less than three times the size of Texas

Population:
258,316,051 (July 2016 est.)

Ethnic groups:
Javanese 40.1%, Sundanese 15.5%, Malay 3.7%, Batak 3.6%, Madurese 3%, Betawi 2.9%, Minangkabau 2.7%, Buginese 2.7%, Bantenese 2%, Banjarese 1.7%, Balinese 1.7%, Acehese 1.4%, Dayak 1.4%, Sasak 1.3%, Chinese 1.2%, other 15% (2010 est.)

Religions:
Muslim 87.2%, Christian 7%, Roman Catholic 2.9%, Hindu 1.7%, other 0.9% (includes Buddhist and Confucian), unspecified 0.4% (2010 est.)

Return



note: non-Sunni Muslims include native Ibadhi Muslims (<1% of the population) and foreign Muslims (2010 est.)

Languages:
Bahasa Indonesia (official, modified form of Malay), English, Dutch, local dialects (of which the most widely spoken is Javanese) **note:** more than 700 languages are used in Indonesia

Exports (commodities):
mineral fuels, animal or vegetable fats (includes palm oil), electrical machinery, rubber, machinery and mechanical appliance parts

Export partners:
Japan 12%, U.S. 10.8%, China 10%, Singapore 8.4%, India 7.8%, South Korea 5.1%, Malaysia 5.1% (2015)

Imports:
mineral fuels, boilers, machinery and mechanical parts, electric machinery, iron and steel, foodstuffs

Import partners:
China 20.6%, Singapore 12.6%, Japan 9.3%, Malaysia 6%, South Korea 5.9%, Thailand 5.7%, US 5.3% (2015)

Currency:
Indonesian rupiah

Internet country code:
.id

* The CIA World Factbook



THE EMBASSY BAND

Music brings together embassy and community

By Mark S. Dieker, deputy chief of mission, U.S. Embassy in Brunei Darussalam

The author and band's electric ukulele player introduces fellow band members before a performance at Brunei's Times Square Mall in late 2016.

Photo by Asako Tomonaga

The most fun I've had as deputy chief of mission at the U.S. Embassy in Bandar Seri Begawan, Brunei Darussalam, has been starting our embassy's first rock band. Doing so brought our embassy closer together and bolstered our ties with the local community.

"When I was in high school, my dream was to be in a band," said William Ancero, the embassy's heating/ventilation and AC technician and now one of our lead singers and guitarists.

"Joining this band has been an opportunity to fulfill that dream and to bond with my colleagues."

Our mutual love of music brought us together. So far, about a quarter of our 79-person embassy team has performed with or supported the band in some capacity, including as technical crew, videographers and backup dancers.

"The open nature of the band has brought together people from every section of our embassy," Ambassador Craig Allen said. | *Cont.* | ▼

| 1 of 3 |

“I was surprised by the enthusiastic uptake by a broad spectrum of our staff that I never would’ve guessed had musical skills.”

From the beginning, the band’s concept was simple: to be all-volunteer, hold weekly jam sessions, perform American and local music (with a few original tunes, for variety) and, most importantly, to have fun.

The first time we played together, we used all acoustic guitars, bongos and maracas. But it didn’t take long for embassy guard Zool Basri, our talented lead guitarist, to show up with his electric guitar and for the rest of us to follow suit. In my case, I switched from my trusty acoustic ukulele, bought in Waikiki many years earlier, to what I suspect is the only solid-body electric uke on Borneo.

During our first gig, at our embassy’s annual celebration of the end of Ramadan in this Muslim-majority country, we played a variety of songs, including an original I wrote in Bruneian Malay called “Awang Esok,” meaning “Mr. Tomorrow.” Our first performance, along with many more, is now on YouTube.

In addition to boasting a wide cross-section of participation from every part of the embassy, the band’s membership transcends national boundaries with a diverse mix of Americans, Bruneians and Filipinos. | *Cont.* | ▼



Embassy band members prepare for a jam session in early 2017.
Photo by Fausto DeGuzman

Work Order Clerk Dayangku Ann, one of our lead singers, said, “The band has provided an opportunity for its local members to introduce songs from the region, like pop ones by Malaysian and Indonesian artists. It has also given us a chance to learn great American songs, such as ‘Land of Dreams’ by Roseanne Cash.”

Like the U.S. Mission itself, the band is a work in progress. We experienced a collective “eureka” moment when we realized that one of our members, Edwin J., could play pretty much any instrument and fill in any of our gaps—usually on keyboard. We also welcomed Local Guard Supervisor Pengiran Yamin, whose steady drumming with neon green sticks keeps us on beat, and Local Guard Jeffrey Ahmad, whose laid-back style of bass guitar and red-framed sunglasses adds a cool vibe.

Our newest recruits, Perni Cosca-Reese and Audrey Agusdin, first came to jam sessions after starting their jobs as the ambassador’s executive assistant and the commercial specialist, respectively. At first, they were reluctant to sing, but with a little coaxing they have become our go-to singers on songs such as Bruno Mars’ “Uptown Funk” and Tina Turner’s throaty version of “Proud Mary.”

“At larger embassies where I’ve worked before,” Cosca-Reese said, “people didn’t want to showcase their talents, but here they are proud to do so.”

“Joining the band has really strengthened my sense of belonging here,” Agusdin added.

The Brunei government must approve all public performances in this country. Nonetheless, Bruneians and local residents love performing—as people do anywhere else in the world. In fact, people here may appreciate performing even more because of the added hurdle they face before they can do so. For our band’s appearance in front of the board responsible for approving performances, we chose such American classics

as Ben E. King’s “Stand By Me,” the Eagles’ “Take It Easy” and Ritchie Valens’ “La Bamba.”

We played this same set list at our first public performance at one of the largest and busiest shopping malls in this country to help launch our embassy’s annual “Let’s Go America!” event, which about 1,500 people attended.

“The band’s participation in this event,” Public Affairs Officer Catherine Muller said, “added a welcome flair of Americana to the exhibit, and really engaged visitors and passers-by alike. It’s not every day that Bruneians have an opportunity to hear such a wide variety of American classic rock and country music played live.” Many of the songs played there are also on YouTube.

I’m happy, too, that our band’s musical diplomacy is rubbing off on our embassy children, some of which joined us on stage for a rockin’ Thanksgiving event at the ambassador’s residence. The ambassador’s daughter, for instance, accompanied us on fiddle while my daughter sang the American hymn “Simple Gifts.” The ambassador’s daughter then joined us on John Denver’s “Country Roads,” while our management officer’s daughter sang an adorable version of John Legend’s “All of Me.”

“The band has not only increased our embassy’s morale,” Management Officer Shiraz Wahaj said, “but has done the same for our families who have enjoyed attending the performances.”

In the future, the band would like to incorporate local traditional instruments, such as the gamelan or sapeh, into its performances. We’d also like to record several of our original songs. Perhaps in the coming year we’ll work up the courage to do both, learning new instruments and going into the studio. One thing’s for certain: Now that we’ve gotten the taste for musical diplomacy, and the way it brings together people from such diverse cultures, we hope to continue practicing it at every possible opportunity. ■

'Ask Anna'

Consular sections use social media to fight fraud

By Colin P. Furst, consular officer,
Bureau of Consular Affairs, Office of Fraud Prevention Programs

Sometimes the myths held by visa applicants seem endless: “Never admit you have a relative in the United States;” “Alter your school transcript if you want to get a student visa;” “To get a tourist visa, you have to pay a fixer.”

To promote clarity and counter fraud, consular officers visit schools to remind students to be honest on their applications. The officers also add anti-fraud content to brochures or local media.

But there’s a way to be more effective: Social media presents Fraud Prevention Units (FPU) with the chance to reach exponentially larger audiences to combat misperceptions and clarify procedures. Yet, social media can be a trap, since some well-meaning officers may think that posting any anti-fraud messages on social media will be effective.

In fact, they can miss their target audience entirely.

The Bureau of Consular Affairs’ Office of Fraud Prevention Programs, which works with FPUs to develop fraud outreach strategies, has found the most effective campaigns start with understanding the main fraud concerns in the consular district. They then identify the audience, learn how that audience consumes information and tailor anti-fraud outreach strategies to reach it.

Campaigns at some posts show the results can be effective—and fun.

Facing an applicant pool susceptible to misleading rumors about the visa process, the U.S. Embassy in Tirana did what many posts did in the early 2010s—introduced Facebook “Ask the Consul” chats. More often than not, public participation was paltry, the incoming questions irrelevant to a wider audience.

Recognizing this, Tirana’s consular leadership switched to something new. Vice Consul Rayna Farnsworth envisioned a comic strip with a character called “Visaman.” That character, now called “Ask Anna,” has since become the friendly and informative face of Tirana’s consular Section, dispelling visa myths and clarifying how applicants can best prepare for interviews. Anna routinely generates hundreds of “likes” and comments on her weekly Facebook posts.

“Rayna and her team came up with an origin story for Anna,” explained Consular Chief Daniel Koski. “They developed her biography, and infused her with an endearing personality that the public naturally gravitates to. They keep her alive on a weekly basis.”

The January 2017 “Ask Anna” strip has been the most successful thus far. Within 24 hours, it had received 1,600 “likes,” 160 comments or questions, and had been shared 78 times.

| *Cont.* | ▼

| 1 of 3 |



In the strip, Anna offers this visa tip: “I don’t need to see your documents at your tourist visa interview! All I need from you are your passport and DS-160 . . . and that’s it! Don’t spend time and money getting documents that I won’t ask for. Use that extra time and money to treat yourself to a macchiato and pizza instead!”

Soon the consular section will have a digital video version of Anna that essentially pans over the static strip. This will let her audience more easily view the strip on a smart phone or tablet, and because Facebook prioritizes videos over images, the message will reach more of the embassy’s 201,000 Facebook followers. Currently, Facebook analytics show the weekly strips reaching around 40,000 people.

Posts in other nations are also using social media for visa-related outreach. For instance, the U.S. Embassy in Port-au-Prince, Haiti, is relying on the nation’s most popular entertainer, comedian Tonton Bicha. Well-known for his high-quality and effective work in commercial advertising, Bicha was the first person the embassy considered when it wanted to do a series of short, anti-visa fraud videos.

The clips—none longer than 90 seconds—touch on the post’s top fraud concerns, such as “Be Wary of Visa Scams” and “Don’t Lie About Your Identity.” In the latter, Bicha, with his grey hair and beard, insists to his interviewer that he’s only 23 years old. Refused, he leaves the visa window dejectedly, mumbling, “I should’ve said I was 24.” It’s a lighthearted moment, but a voice-over, in Creole, warns: “Do not lie about your identity. Fraud during an interview is a serious matter and can be the reason you aren’t able to visit the United States.”

Roughly 200,000 YouTube views later—and hundreds of thousands more on social media—the five videos are a Haitian sensation. They work because they are easily digestible and resonate among Haitians thanks to Mr. Bicha’s quirky persona. The anti-fraud messages are also unmistakable. The embassy plans to work with Bicha on another round of consular videos this year. Check out the series of YouTube videos [here](#).

The post has also put the videos’ message on radio, still a key medium to most Haitians. The anti-fraud messages are carried on weekly radio shows that are streamed on Facebook Live; a recent show had more than 4,500 listens, more than 70 shares and more than 200 likes, and garnered more than 100 comments.



Consular Officer Faith-Kroeker-Maus, center, is interviewed about visas by two Haitian journalists from Radio Scoop.
Photo by Richard Jules



From left, Consular Officer Jessica Kuhn and Locally Employed staff member Sherley Georges dispel visa myths at Haiti’s Radio Magik 9.

Photo by Paulo Charles

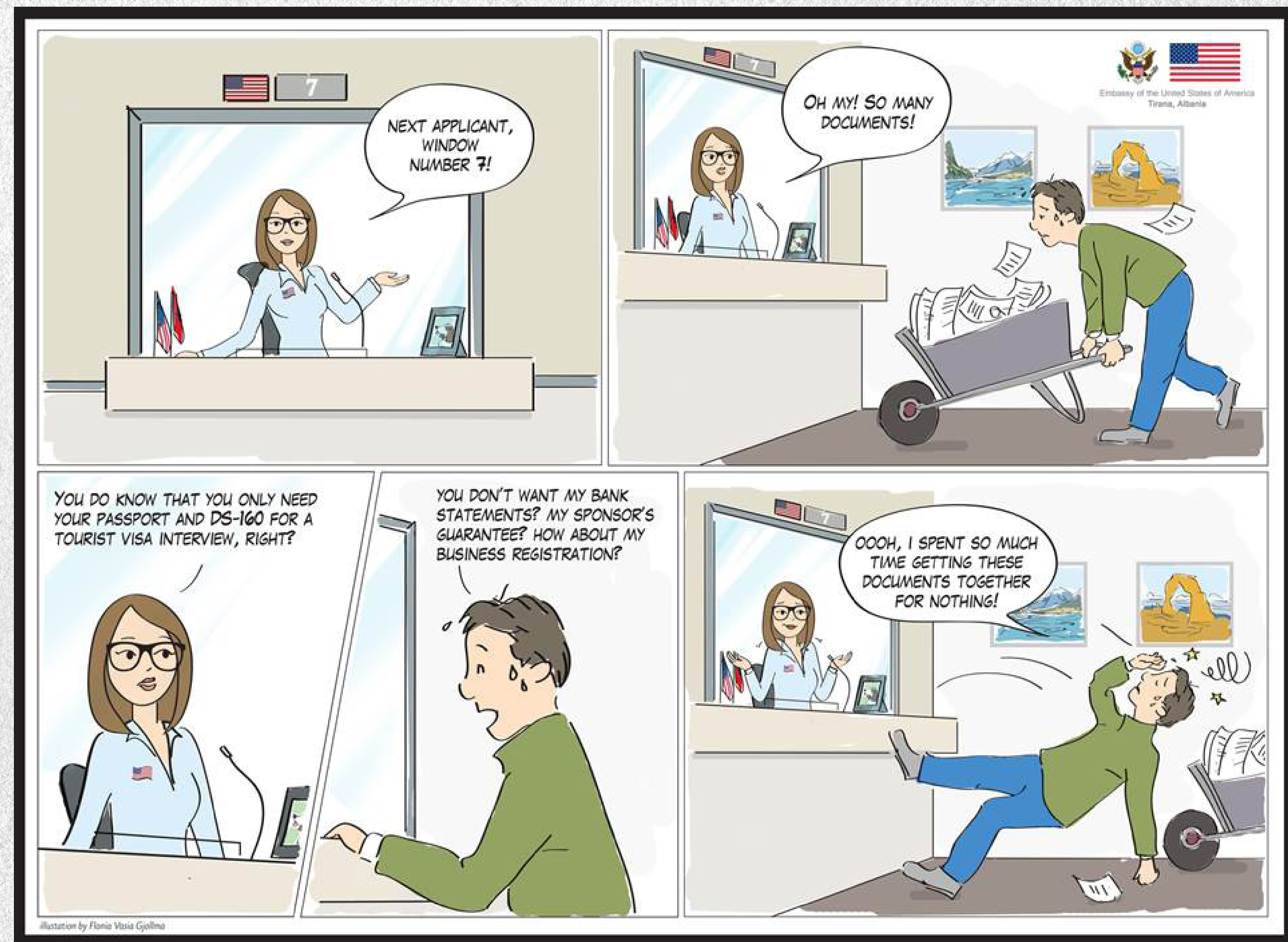
Meanwhile in the Democratic Republic of Congo, consular officers at the U.S. Embassy in Kinshasa have found that, despite the Diversity Visa (DV) Lottery's popularity, poor Internet penetration among Congolese means DV applicants must rely on local cyber cafés as the venue for submitting their applications. The cafés, though, are run by visa fixers, unscrupulous vendors who often insert themselves into the DV process and hold lottery winners' entries hostage until the winners pay additional, often exorbitant fees.

Responding, the embassy's consular section teamed with the public affairs section (PAS) to develop a six-week social media campaign to alert the public about the nefarious cyber cafés. The campaign was combined with more traditional outreach events, such as public speaking engagements and radio and television interviews. It developed a Social Media Toolkit that provided precooked DV-related content for tweets and Facebook posts, which PAS released at prespecified dates during the campaign. It then followed with a pair of wildly popular 90-minute Facebook webchats devoted exclusively to DV concerns. The discussions garnered more than 2,000 Facebook "likes," but more importantly allowed consular officers to warn DV applicants against using third parties and visa fixers.

In the United States, the Bureau of Consular Affairs is using social media in a battle that goes beyond fighting visa fraud. The campaign, by the Office of Policy Coordination and Public Affairs, warns U.S. citizens about Internet scams. As the office worked with list-oriented BuzzFeed.com to post the campaign, its headline reads: "6 Signs Your Online Sweetie Might Be an Overseas Scammer." A summary warns: "Scammers build up anticipation, but they will rarely meet face-to-face. Don't wire money to cover hospital bills, medical emergencies, visas or other official documents."

When used in such targeted, friendly, engaging ways, social media can reach those otherwise out of reach applicants and U.S. citizens who don't always think to use the information on embassy websites, but are more inclined to click on a quirky video or peruse a cartoon addressing those same topics.

Can that really educate visa customers and protect them from falling prey to scams? Yes, it can. Just ask Anna. ■



LYING IN STATE: WHAT YOUR DREAMS ARE TELLING YOU!

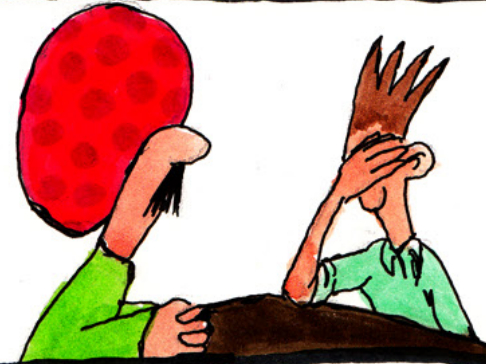
YOUR DREAM

WHAT IT MEANS

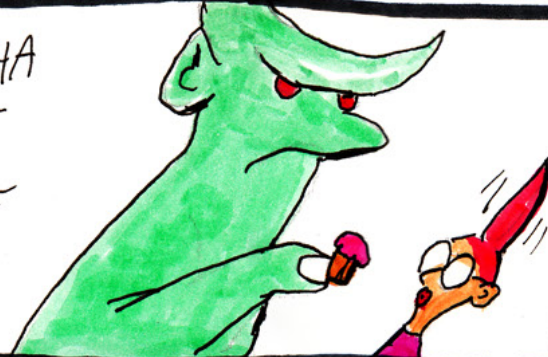
YOUR EMBASSY IS THE SCENE OF A DINNER THEATRE PERFORMANCE WITH AMBASSADOR BLUESTONE IN THE ROLE OF SAL, A GOOD-HEARTED LUMBERJACK, SINGING "SINGLE LADIES" IN FLUENT ICKYSTANESE.



YOU WILL FAIL YOUR ICKYSTANESE LANGUAGE EXAM BY TRANSLATING "MUTUAL DEFENSE TREATY" AS "SUCCESSFUL TOPLESS PIGEON."



WRATHFUL DEITY ULLUKAPATHA WARNS THAT YOUR EMPLOYEE EVALUATION REPORT IS LATE AND GIVES YOU A CUPCAKE.



YOUR EER IS LATE, SO YOU NEED TO GET ON THAT. ALSO, YOU LIKE CUPCAKES.



YOU ARE WATCHING DOGS AND RABBITS NEGOTIATE A BILATERAL TRADE AGREEMENT WHEN YOU REALIZE YOU ARE NOT WEARING PANTS.

WE NEED FEWER CARROTS, MORE STICKS.



YOU STILL NEED 23 MORE CLEARANCES ON YOUR MEMO FOR THE TRADE NEGOTIATIONS. ALSO, YOUR CONFIDENCE AND POISE GET A REAL BOOST FROM WEARING PANTS.



YOU ARE FLYING THROUGH THE AIR WHEN YOU SEE FAR BELOW YOUR COMPLETE COLLECTION OF SECRETARIES OF STATE ACTION FIGURES SINKING INTO THE OCEAN.

OH, NO - NOT ELIHU ROOT!

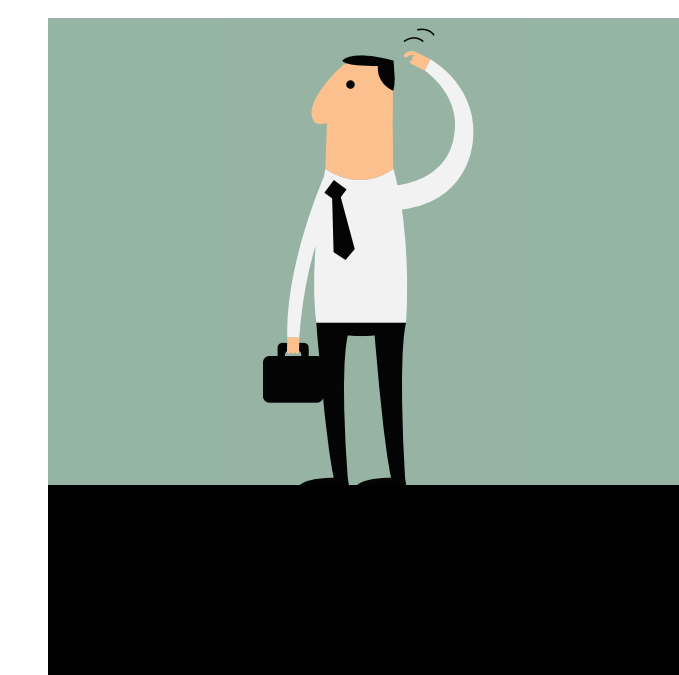


YOUR AIRFREIGHT HAS BEEN LOST FOREVER. AT LEAST YOU'RE WEARING PANTS.



MY COLLECTIBLE BAINBRIDGE COLBY!

Post Takes Action on Gender Violence

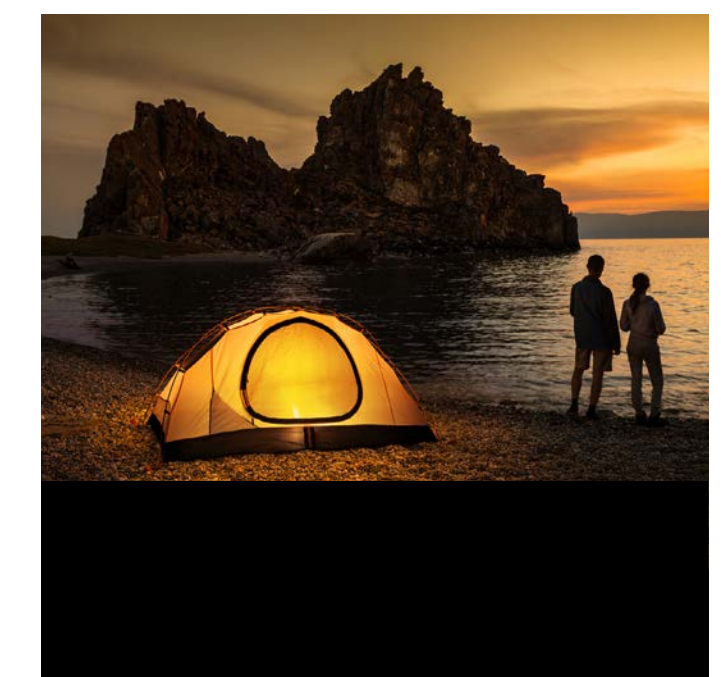
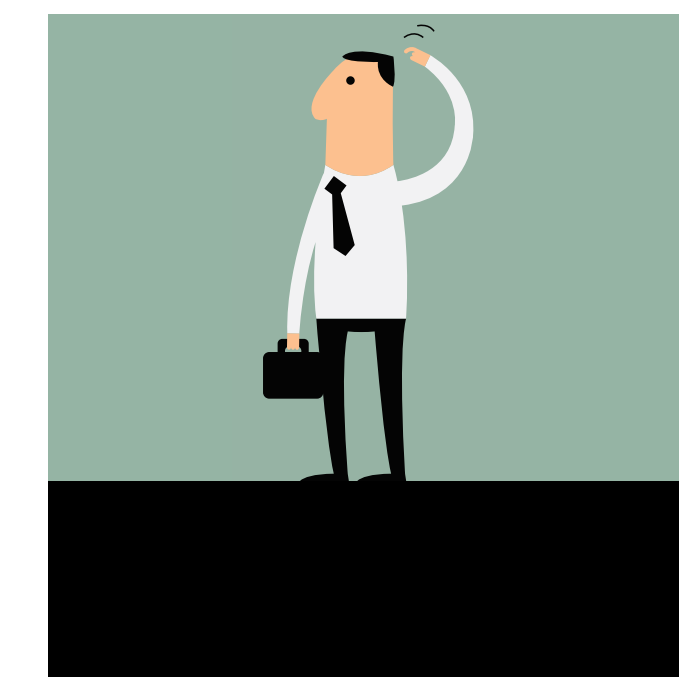


Zeinabou Taleb Moussa, president of the Mauritanian Association for Health of Mother and Child, receives her nomination for the 2017 Secretary's Award for International Women of Courage from Ambassador to Mauritania Larry André. The presentation was part of Embassy Nouakchott's 16 Days of Activism Against Gender Based Violence, which also featured participation in a 2016 women's self-defense conference and launch of a 16-day social media campaign against gender-based violence, and hosted activities targeting university students in each of its three American Spaces. ■

Photo by El Moctar Mohamed Lemine

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Embassy Holds Adoption Forum



Consular officers from the U.S. Embassy in the Philippines discuss adoption procedures with Philippine government officials during a forum at the embassy held in recognition of National Adoption Month. Shown from left are Bernadette Abejo, executive director, Intercountry Adoption Board; Rosella Fuertes, USCIS immigration specialist; Consular Officers Matthew Mayberry and Angela Mora; and Rafael Perez, immigrant visa chief. The embassy adjudicates more than 150 adoptions per year. ■

Photo by Erwin Josue

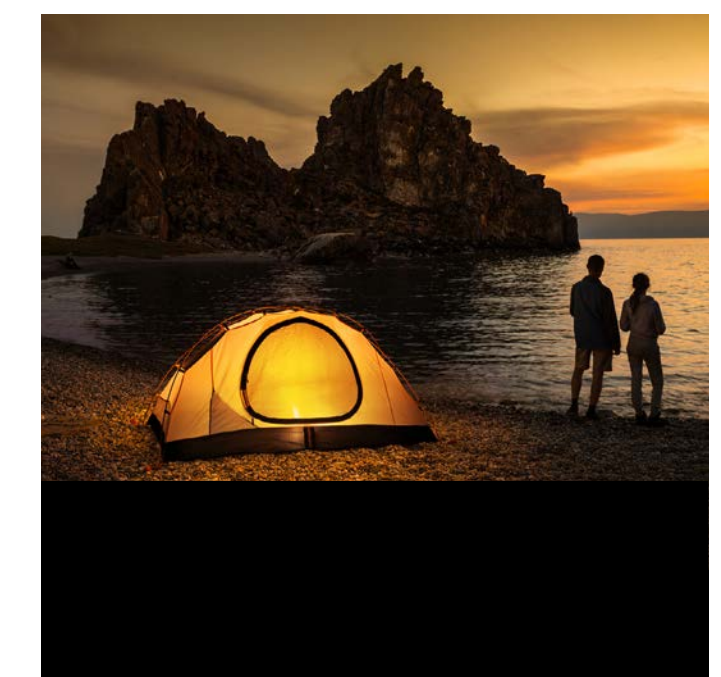
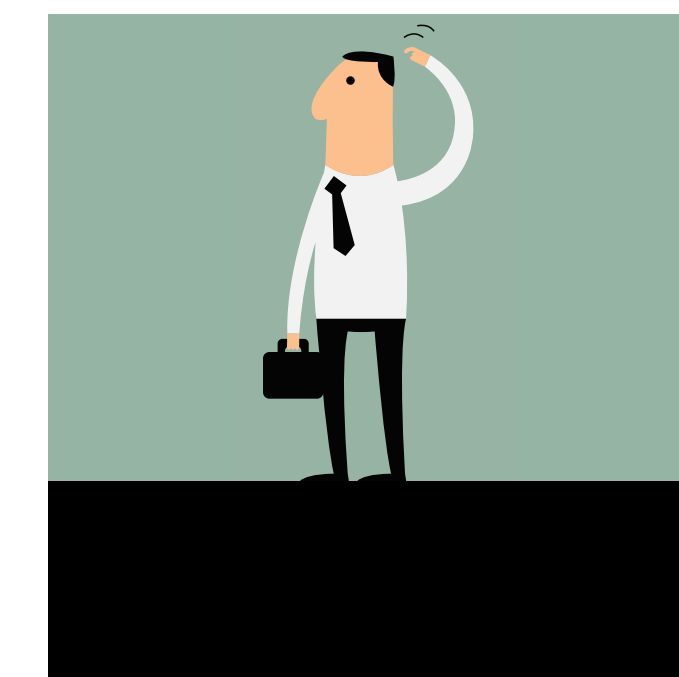
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Embassy Holds Black History Contest



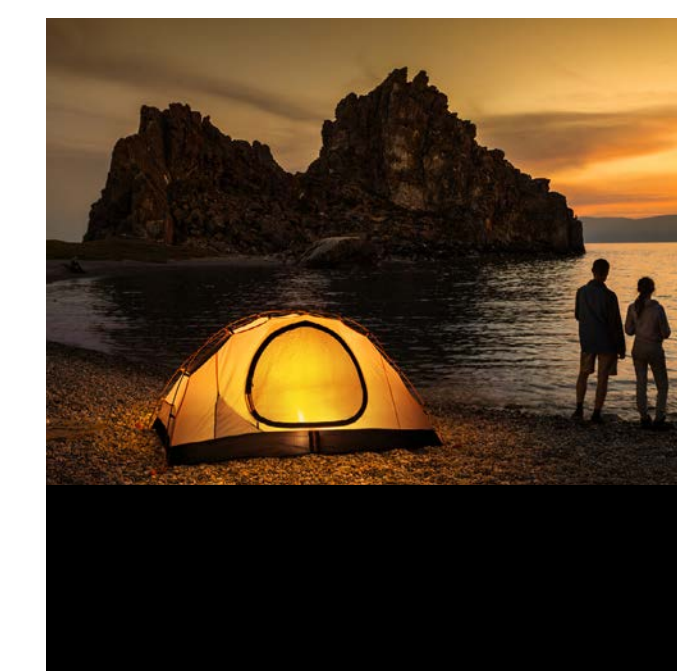
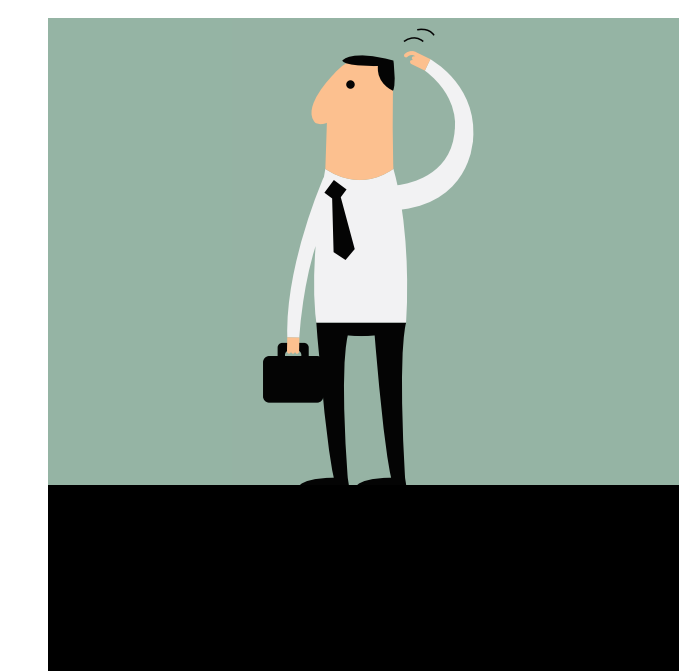
The grand prize winner of Embassy Juba's Black History Month Radio Contest, Gum Abraham, receives one of the prizes, an iPad, from the manager of the Eye Radio, a local station supported by USAID. The embassy worked with the station on a Question of the Day seven-day contest focused on historical and current prominent African-Americans. On the final day, the first caller to correctly answer all questions asked during the week received an iPad and African-American literature as the grand prize. ■

Photo courtesy of Radio Eye




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Embassy Begins Latest English Access Class



Embassy Yaoundé Cultural Affairs Officer Nitza Sola-Rotger, center right, poses with students after awarding students from the English Access Microscholarship Program in Cameroon. The new class, consisting of 40 teens, ages 13–15, will complete their program in November 2018. There are currently four English Access classes running in four locations in Cameroon, with a total of 160 participants. ■

Photo by Mathias Tientcheu

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Ethics Answers

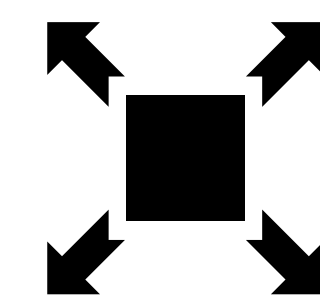
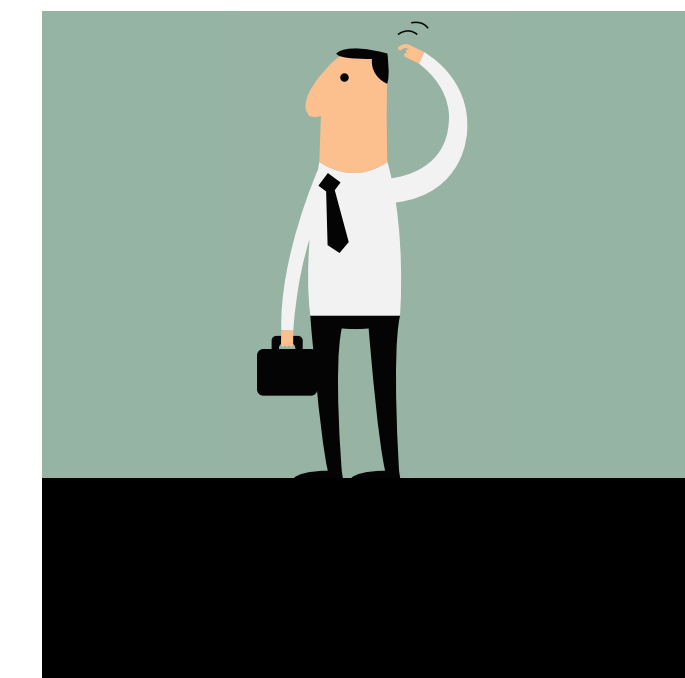
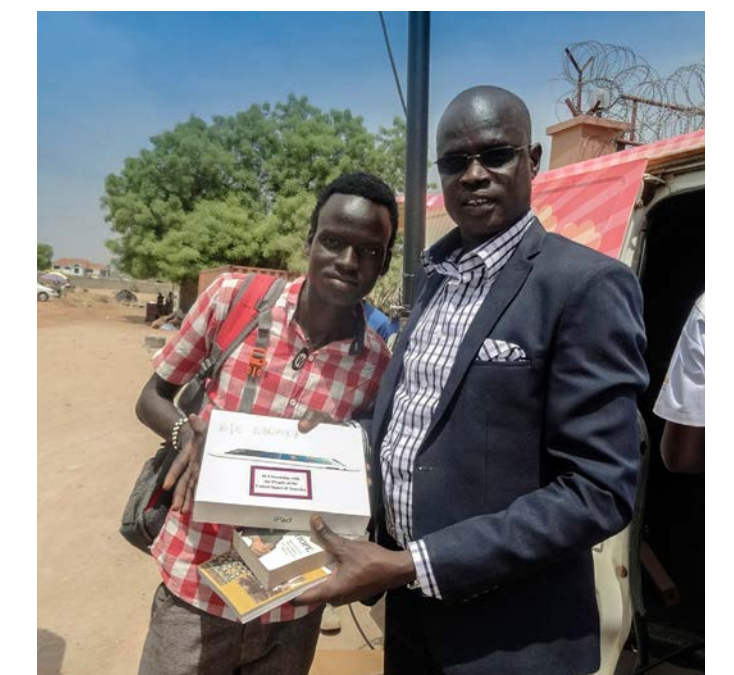
Q: I am a Foreign Service Officer based in Washington, D.C. My prior tour was in Japan, and I've recently received an invitation from the Japan Foundation to attend a conference in my personal capacity that the Japan Foundation is sponsoring in Hawaii. The Foundation has also offered to pay for my round-trip airfare, which is valued at \$600. May I accept the Japan Foundation's offer of free airfare?

A: The Foreign Gifts and Decorations Act (FGDA), 5 U.S.C. § 7342, provides that U.S. government personnel may not accept tangible or intangible gifts from a foreign government, unless one of a few specific exceptions applies. Among other exceptions, the FGDA allows for the receipt of gifts from foreign governments of "minimal value" (currently \$390), and allows "gifts of travel or expenses for travel taking place entirely outside the United States (such as transportation, food and lodging)," regardless of value, if such acceptance is appropriate, consistent with the interests of the United States and permitted by the employing agency. (The Department of States requirements for accepting such travel expenses are spelled out in 11 FAM 613.2(e).) The FGDA defines "foreign government" broadly as including "any unit of foreign governmental authority," including at any level of government, international or multinational organizations whose membership is composed of such units, as well as "any agent or representative of any such unit or such organization, while acting as such."

As a Japanese administrative institution, the Japan Foundation is "a unit of foreign governmental authority," and you could not accept a gift from it in your personal capacity unless one of the exceptions in the FGDA applies. It looks like neither of those discussed above—or any other exception—would apply. The value of the ticket offered exceeds \$390, and the travel would take place within the United States. Therefore, you cannot accept the offer. You would be able to accept the offer, however, if the travel took place entirely outside of the United States, and as required under 11 FAM 613.2(e), you received necessary clearances based on a determination that the Department has a specific interest that may be favorably affected by the travel or that the travel will be in the best interests of the Department and U.S. government.

The above analysis relates to gifts accepted in one's personal capacity. Gifts from foreign government to the Department, i.e., those given to you in your official capacity, do not raise FGDA issues, and may be accepted by the Department under 2 FAM 960.

Ethics Answers presents hypothetical ethical scenarios Department employees might face. For help with real ethics questions, email ethicsattorneymailbox@state.gov



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Retirements

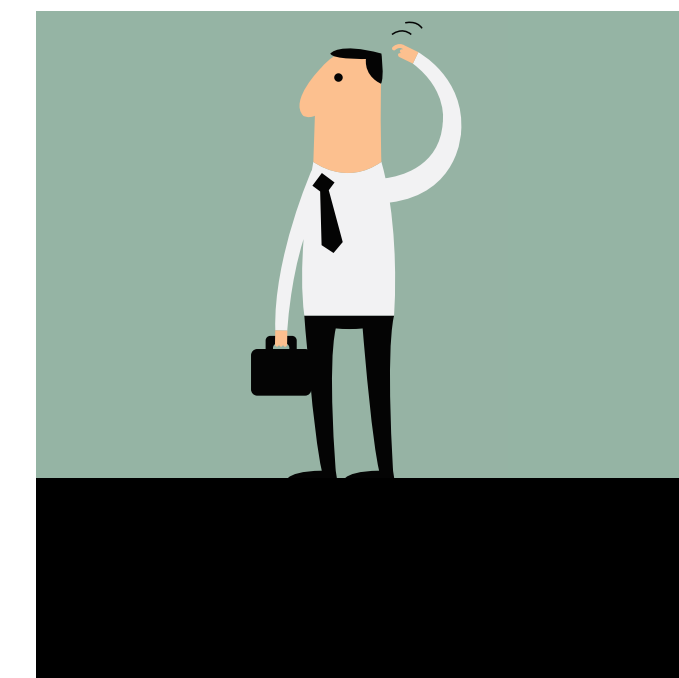
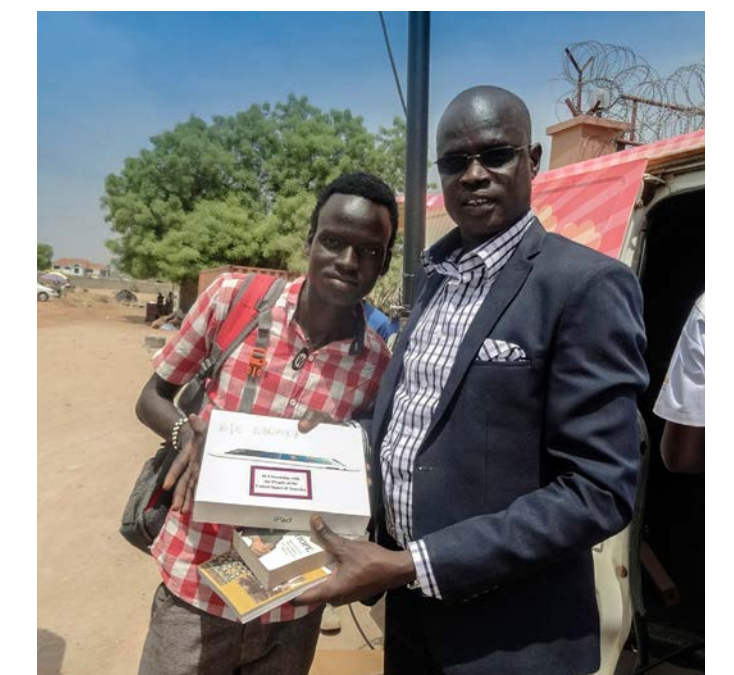
Civil Service

Aponte, Mari C.
 Bagley, Elizabeth Frawley
 Banton, Terra L.
 Blinken, Antony J.
 Boothby, Rebecca T.
 Branch, Laverne
 Brown, Nadia M.
 Brown, Renee V.
 Bruckner, Sandra G.
 Childs, Adrienne Denise
 Craft Jr., William E.
 Cutchember, Cassandra M.
 Dorsey, Dorothy I.
 Edwards-Correa, Martha
 Frifield, Julia E.
 Garofano, Michael F.
 Greer, Eugene L.
 Hooper, Cheryl M.
 Jones, Shay E.
 Kerry, John F.
 Liebner, Frank A.
 Lowe, Roberta E.
 Morris, Ben B.
 Oliver, Diane Pack
 Pollard, Barbara A.

Powell, Gerald D.
 Rice, Vera O.
 Richard, Anne C.
 Sanchez, Sophia
 Sargent, Georgia Sue
 Schaidt, Linda
 Schofield, Robin Greene
 Scriber, Cynthia A.
 Shpil, Barry K.
 Shue, Kathleen Ann
 Siemonh, Cathy M.
 Tarr, Jennifer R.
 Weider, Michael E.
 Wilkes, Roland A.
 Williams, Gayle L.
 Yaffe, Michael D.
 Zramkoski, Linda E.
 Zwaniecki, Andrzej S.

Foreign Service

Bassett, Leslie Ann
 Baucus, Max S.
 Bond, Michele Thoren
 Brooks, Joyce Ann
 Calhoun, Keith H.
 Countryman, Thomas More
 Ettesvold, Kaara Nicole
 Haase, Robin L.
 Horton, Supin
 Ioane, Falaniko Ateliano
 Kelly, Thomas Patrick
 Kennedy, Patrick Francis
 Loring, Pamela
 Loveland, James David
 Lowder, Todd S.
 Lute, Douglas E.
 Lynn, George W.
 Mangum, Gloria R.
 Martin, William John
 Patterson, Anne Woods
 Russell, Susan A.
 Wessel, Peter
 Westphal, Joseph William
 Winer, Jonathan M.
 Zumwalt, James P.




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Gaining Cleaner Air in Homes

By Joseph Beres, certified industrial hygienist, certified safety professional and professional engineer, Office of Safety, Health, and Environmental Management

Indoor air pollution is a concern worldwide, particularly in developing nations, and ranks among the top environmental health risks. Normally, the most effective way to control or reduce pollutants indoors is to ventilate the indoor space with fresh air from outdoors. This is practical in many cities in the United States and Western Europe where the air is relatively clean; however, when the outside air is polluted, ventilating the indoors just makes matters worse.

What causes air pollution? The causes are varied and complex and depend on the sources. Some are obvious, such as particulates from diesel vehicle exhaust, while others are invisible, such as vapors or gases such as ozone. Local industries, automobiles, heating, wildfires, intentional burning and sand storms are all outdoor sources of air pollution.

Indoor sources include tobacco smoke; gasses released by building materials and furnishings; and products such as paints, adhesives, dyes, solvents, caulks, cleaners, deodorizers, waxes, hobby and craft materials, and pesticides. Even cooking releases organic compounds into the air.

The three primary means of reducing indoor air pollution are to control the source, to ventilate, and to filter the air. Source control eliminates or reduces emissions and is usually the most effective way to control pollutants. Many sources in the home can be controlled or removed. For example, avoid pressed-wood products, as they may release formaldehyde as a gas. Also, ask that smokers smoke outdoors.

Ventilation that exchanges air between the inside and outside of a building can also decrease indoor air pollutants. Introducing outdoor air is important for good air quality, when the quality of air outside is good, as adding outdoor air prevents the buildup of indoor air contaminants. In addition, exhaust fans in bathrooms and kitchens can be effective in removing excess moisture and locally generated pollutants.

Filtering the air may be helpful, when used with source control and ventilation. Centralized ventilation systems or portable room air cleaners may reduce indoor airborne particles such as smoke, dander and allergens and may be the only option when the outdoor air is polluted and there's no central ventilation system.

Before purchasing a portable air cleaner, consider that its effectiveness depends on its efficiency in removing airborne

pollutants, the quantity of air being filtered and the size of the room and the air cleaner's location. The clean air delivery rate (CADR) of the Association of Home Appliance Manufacturers (AHAM) is a measure of this effectiveness. AHAM has a portable air cleaner certification program and lists all certified air cleaners, with their CADR values, on its [website](#). Evaluations of air cleaners by independent parties such as Consumer Reports are also available for some air cleaners.

The number of air cleaners a room needs depends on the room's volume, the CADR of the air cleaner and the leakage into the building from windows and doors and such. Under severe outdoor pollution conditions, four to five changes of the air per hour, based on the CADR, is preferred. Alternatively, providing one air cleaner per occupied bedroom and one for the living room or family room is a good rule of thumb. If a room is large, more than one unit may be needed. If you only have a few room air cleaners, place them in sleeping areas. Their manufacturers typically recommend one unit be used for each specified floor area, and that assumes a ceiling height of approximately 10 feet.

At overseas posts where air pollution is particularly bad, U.S. Embassies and Consulates may provide room air cleaners for post residences. When buying room air cleaners for your own use, here are some factors to consider:

- Cost, for purchase and maintenance (e.g., replacing filters) for the CADR.
- A high-efficiency (HEPA) filter, the most effective at collecting particles.
- Good air flow, as higher CADR means fewer room air cleaners may be needed.
- Noise, especially when the device is on the highest setting.
- Energy efficiency—Look for the ENERGY STAR® designation.
- Zero ozone emissions, as air cleaners with ionizers produce ozone, which is a lung irritant.
- Replaceable filters, since cleanable electrostatic plates and filters tend to perform poorly.

While completely eliminating air pollutants may be beyond your control, much can be done to improve your home's air quality. ■

In Memoriam



Alexander



Bohnet



Caessens



Cope



Dexter



Frenzi



Gayman



Griffin



Kimball



Pollick



Ross



York

*Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302.
Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960.
For specific questions on submitting an obituary, please contact Ed Warner at warneres@state.gov or (202) 663-2230.*



In Memoriam

Kathleen (Kathy) Jo Alexander



Kathleen (Kathy) Jo Alexander, 55, died of cancer Feb. 21 in Dallas, Texas. Alexander held a bachelor's degree from the University of Texas and later worked for the American Red Cross in Seoul as a social worker. In 1987, she became a Foreign Service Secretary, serving in San Salvador, Cairo, Beirut, Bangkok, Dhaka, Seoul, Bucharest, Brussels, Helsinki, Tokyo, Reykjavik and St. Petersburg. She enjoyed travel and experiencing other cultures. She retired in 2016 after 30 years of service and returned to the Dallas area to continue her cancer treatment.



In Memoriam

Dalton Craig Bohnet



Dalton Craig Bohnet, 77, died Sept. 10 in Yuma, Ariz. After four years in the USAF, he joined the Foreign Service in 1966 and served until retiring in 1991. He served in Paris, Moscow, Fort-Lamy, Maseru, Bonn, Islamabad, Kuala Lumpur and Caracas. In retirement, Bohnet worked for the Department on temporary duty status, in administrative functions at international conferences and to fill staffing gaps overseas. When he ended his government service, he spent his remaining years involved in his lifelong passion for drag racing, competing in California and Nevada with a dragster called "Diplomatic Immunity."



In Memoriam

Charles B. “Chuck” Caessens



Charles B. “Chuck” Caessens, 66, a Foreign Service retiree, died from cancer on Jan. 3 at home in Bremerton, Wash. He served in the U.S. military from 1969 to 1980 and joined the Department of State in 1981 in Information Management, serving until 2002 with postings to Bucharest, Madrid, Geneva, Bonn, Sofia and Athens. In retirement he continued his interest in computers and pursued his hobby of crafting music boxes.



In Memoriam

Henry Joseph Cope Sr.



Henry Joseph Cope Sr., “Hank,” 91, died Dec. 16, in Charleston, S.C. He served in the Navy during World War II and the Korean War, and served with USAID as trade and industrial education advisor, and labor affairs and program development officer, chiefly in Ecuador and the Philippines. He was president of the American Federation of Government Employees, Department of State, and active in the United Association of Plumbers and Steamfitters. He retired in the mid-1980’s. A devoted family man, he was the loving father of five children, 14 grandchildren and nine great-grandchildren.



In Memoriam

John Bondy Dexter

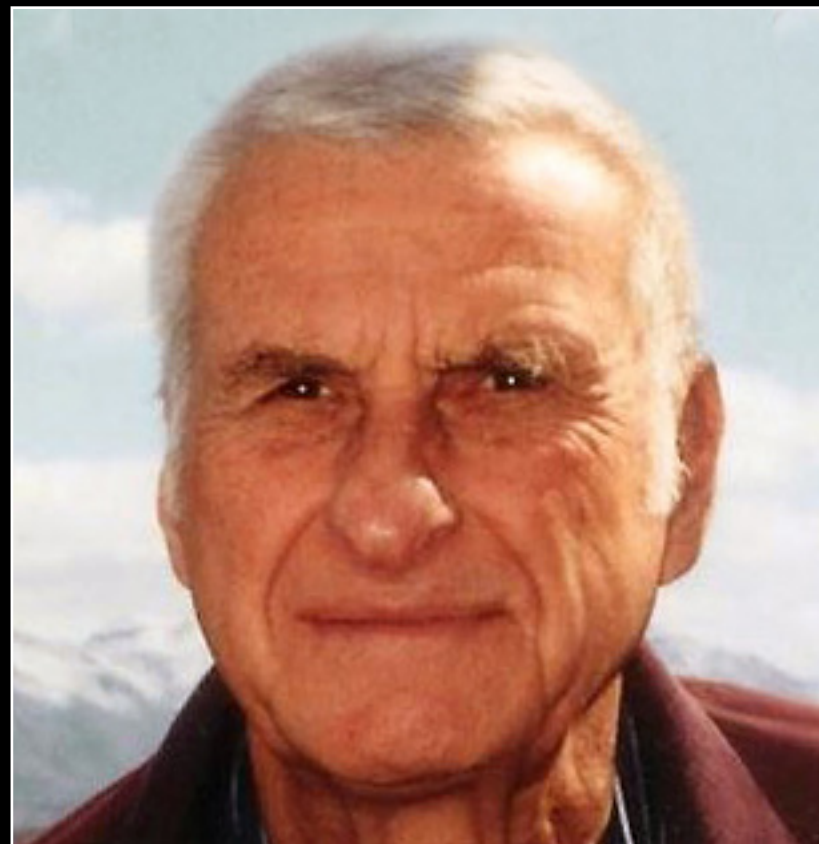


John Bondy Dexter, 93, a retired Foreign Service officer, died on Jan. 27. A native of Bozeman, Mont., he attended Harvard College, enlisted in the U.S. Army Air Force after Pearl Harbor, and joined the Foreign Service after World War II. He became fluent in Mandarin and served as the American interpreter for talks between the U.S. and the People's Republic of China in 1958. His postings included Istanbul, Hong Kong, Rangoon, Taiwan, Geneva, Singapore and Rio de Janeiro. After retiring in 1982, he devoted his time to photography and music, winning local photography awards and playing trumpet in community orchestras in Northern Virginia.



In Memoriam

Guido Cammillo Fenzi



Guido Cammillo Fenzi died in his sleep at home in Washington, D.C., Jan. 2. He served in the Foreign Service from January 1956 until September 1985, with postings in the Netherlands (two tours), Sierra Leone, Morocco, Curaçao, Brazil, and Trinidad and Tobago. After retiring in Washington, Fenzi pursued his lifelong interest in coins and volunteered for the Smithsonian's National Numismatic Collection. He spent 23 years researching the famous Russian numismatic collection belonging to Romanov, who was executed in 1919 by Bolsheviks. For many years, Fenzi was chair of the Dupont Circle Citizens Association zoning committee.



In Memoriam

Pauline M. Gayman



Pauline M. Gayman, 93, died Nov. 3 in Galesburg, Ill. A business college graduate, she later attended court reporting school and worked for companies in Illinois and Iowa, and for the Office of Price Administration and Veterans Administration in Des Moines. She spent 24 years in the Foreign Service, serving in Paris, Singapore, Djakarta, Karachi, Brussels, Luxembourg, Conakry, Bangui, Addis Ababa, Kathmandu, Tehran, Colombo Sri Lanka and the U.S. Mission to the United Nations. She lived in Galesburg, Ill., after retirement in 1976 and worked briefly at a gift shop and cancer center.



In Memoriam

Alma Aleane Griffin



Alma Aleane Griffin died Nov. 28, 2016, in a memory care facility in Dublin, Ohio. An Atlanta native, she worked at the Brooklyn Naval Yard as a stenographer, then joined the Foreign Service, where she worked for 30 years as a secretary and administrative assistant to a departmental director. She served in Tripoli, Libya, Nepal, Ghana, Laos, Vietnam, Liberia and Saudi Arabia. After retiring in 1996, she moved to Atlanta, and then to Dublin, where she lived in an independent living facility, then an assisted living and memory care facility. Griffin loved to entertain, often sharing some of the delicious dishes she learned about through her travels.



In Memoriam

Frank Bennett Kimball



Frank Bennett Kimball passed away Dec. 10 at home on Hilton Head Island, S.C. A native of New Mexico, Kimball graduated from Yale University in 1957. He served in the Foreign Service in Peru and was mission director for USAID in Honduras, Bolivia, Bangladesh and Egypt. After retiring, he was an international consultant and was executive director of a Presidential Commission for President George H.W. Bush. In retirement he enjoyed golfing and gardening. He will be remembered for his wit, sense of humor, intelligence and humanity.



In Memoriam

Arthur Lee Pollick



Arthur Lee Pollick, 71, a retired information management officer, died Feb. 3 of a heart attack in Brandon, Fla. He served in the U.S. Navy for 22 years and joined the Department of State upon retiring in 1984. His overseas posts included Sana'a, Brasilia, Johannesburg and Montreal. He retired in 2004 and made his home in Florida, where he enjoyed gardening and spending time with his grandchildren.



In Memoriam

Sherman H. Ross



Sherman H. Ross, 92, died Dec. 19 of prostate cancer at a hospice facility near his home in Shepherdstown, W.Va. He served in the U.S. Army Air corps aboard a B-17 during World War II and later graduated from Yale and joined USIA, serving in Algeria, Cameroon, French Dahomey, Ivory Coast and Pakistan. He retired in 1989 to Shepherdstown and volunteered with Meals on Wheels, The Shepherdstown Community Club, Millbrook Orchestra and the White House. He was Volunteer of the Year at the National Conservation Training Center in 2008. At 73, he bicycled the Loire River in France, the North Rim of the Grand Canyon and in New England and in Canada.



In Memoriam

Charles Thomas York



Charles Thomas York, age 91, a retired FSO, died Feb. 14 in Atlanta, Ga. York was a decorated U.S. Army veteran, served in combat at the Battle of the Bulge in World War II and was awarded the Bronze Star. He graduated from Queens College and Columbia University, and after teaching history at Queens College, joined the Foreign Service in 1954 and served in Italy, Australia, Yugoslavia, England and Germany. He retired from the Senior Foreign Service in 1987 to Ogunquit, Maine., and later moved to Atlanta. A devoted husband and father, he was an inspiration to his family, and enjoyed reading, bridge and the New York Giants.



End State

Wooden tablets that people purchase and write prayer requests on hang in front of Meiji shrine in Shibuya, Tokyo. *Photo by Isaac D. Pacheco*

